



2025 Sustainability Report





2025 SUSTAINABILITY REPORT CONTENTS

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Message from Management

Amid global geopolitical changes and the rapid growth of demand for artificial intelligence (AI) applications, 2025 was a year full of challenges and opportunities for AP Memory. In the face of a changing macroeconomic environment, we have achieved more resilient results in a highly competitive market by leveraging our sound operational fundamentals, strong R&D capabilities, and continuously strengthening our sustainability governance framework.

Consolidated revenue in 2025 reached NT\$5.67 billion, representing a 35% growth compared to the previous year. Our three major product lines of IoTRAM™, S-SiCap™, and VHM™ all showed strong growth momentum. IoTRAM™ benefited from the global implementation of terminal equipment and continuously growing demand. We also achieved breakthroughs in mass production technology for S-SiCap™. Finally, we focused on the high-efficiency application market for VHM™ and continued to increase its market penetration. These achievements not only reflect our strengths in R&D and customization, but also demonstrate that we have established a stronger foundation for enhancing our competitiveness and product differentiation.

AP Memory firmly believes that sustainability is an important cornerstone of corporate competitiveness. Therefore, since 2025, our Sustainability Committee has been formally operational, systematically advancing our ESG strategy while continuing to align our efforts with the United Nations Sustainable Development Goals (UN SDGs). All sustainability goals were fully achieved in 2025, showing that our sustainability governance has gradually been systematized and internalized in our operational processes.

Looking ahead to 2026, AP Memory will adopt a more forward-looking strategy to promote sustainable transformation and comprehensively deepen our investments in environmental management, social responsibility, product innovation, and corporate governance maturity.

First, we will continue to strengthen our carbon management. In addition to completing the inventory and third-party verification of our Scope 1 and Scope 2 greenhouse gas emissions, we will expand our Scope 3 emissions inventory and work closely with our supply chain partners to enhance carbon management capabilities across the value chain. We will also actively increase the use of green electricity and renewable energy procurement, and gradually clarify medium- and long-term net-zero carbon-emission pathways to improve overall climate risk resilience.

In implementing our social responsibility and human rights policies, we will continue to invest in employees' professional development and career planning, including continuously optimizing management leadership courses and cross-disciplinary learning. At the same time, we will also strengthen healthcare, employee assistance programs, and welfare systems, and implement an inclusive and equal workplace policy to ensure that every employee can live up to their full potential in a safe, healthy, and growing environment. In addition, we will expand our positive impact on society through



Chairperson & CEO

Chen, Wen-Liang



Chairperson of the Sustainability Committee & President

Hung, Chih-Hsun

greater participation in public welfare.

In terms of technology and product innovation, we will continue to develop low-power-consumption, high-performance memory technologies and comprehensively introduce the concept of sustainable design. We will also expand the use of responsibly sourced minerals and green materials to create more sustainable and competitive products. At the same time, in response to rising ESG supply chain requirements from global customers, we will provide more comprehensive product information and supporting measures to collaboratively advance the overall upgrade of the low-carbon supply chain.

Regarding corporate governance, we will enhance the sustainability disclosure framework according to IFRS S1/S2, and develop more comprehensive data processes and management systems to ensure the transparency and credibility of information. Additionally, we will enhance the maturity of information security management, continue to improve protection technologies and employees' awareness of information security, and further strengthen legal compliance and intellectual property rights protection to support our risk management and stable operations in rapidly changing industries.

Finally, by continuously enhancing the operating model of the Sustainability Committee, we will improve the efficiency of cross-unit collaboration and create a more transparent and measurable ESG indicator-tracking system, so that sustainability efforts can be quantified, concrete, and directly integrated into the corporate governance system.

We will continue to focus on innovation and sustainability, deepen our technological R&D and product competitiveness, and promote sustainable governance with higher standards to pursue stable growth and enhance our overall value to society. We sincerely thank all stakeholders for their trust and support. In the future, we will further promote corporate growth and create long-term and stable value in a responsible manner.

2025 Sustainability Highlights

Corporate Governance

- Annual revenue was NT\$**5.67** billion, an annual increase of **35** %.
- Invested NT\$**880** million in R&D (↑ **13** % compared to 2024).
- Annual number of patents granted reached a new high: **21** patents (a cumulative total of **54** invention patents). Distributed NT\$**500,000** in patent bonuses, doubling the previous year's total.
- A total of **54** hours of continuing education for directors (average of **6.75** hours per person).
- Received "Outstanding Partner" trophies from renowned baseband and wearable device companies.
- VHM TM achieved its first product design-in with an AI accelerator customer.
- IoTRAM TM successfully validated its Wide I/O and high-speed, low-power PSRAM, delivering more than twice the performance of the previous-generation product with the same memory capacity.
- S-SiCap TM launched a new high-capacity PDK, with a capacitance approximately **75** % higher than the previous generation.



Environmental Sustainability

- Initiated IFRS S2 climate-related disclosure review and management.
- Completed third-party verification of GHG emissions.
- Purchased **44,000** kWh of renewable energy certificates for the first time, accounting for **6.1** % of total electricity consumption.
- Reduced energy intensity in Taiwan by **8** % compared to 2024.
- Completed the inventory of various categories in Scope 3, started planning and integrating it into the internal management process, and voluntarily disclosed Scope 3 data ahead of schedule.



Social Sustainability

- Median salary of full-time non-managerial employees was NT\$**1,707** thousand.
- The average annual salary of our full-time non-managerial employees was NT\$**2,101** thousand.
- The hiring rate was 16.13%, while the turnover rate was 8.06% (representing a decrease of **5.24** % from the previous year and remaining well below the industry average of 19.5%).
- Three-year new employee retention rate: **88.37** %.
- Average training hours per employee: **19.81** hours. **181** courses were offered, with NT\$**1.544** million invested in training.
- Third-party employee opinion surveys (engagement, satisfaction, and health) were introduced for the first time.
- The Employee Assistance Program (EAP) was used **38** times, achieving an annual service satisfaction rate of **100** %.



2025 Sustainability Goals

100% All Sustainability Goals were achieved in 2025

E

S

Corporate Governance

- Achieved a top-tier ranking in the Corporate Governance Evaluation (2025; exceeded the target by placing within the top 21%–35% of evaluated companies).
- Established the Sustainability Committee to strengthen the promotion of sustainability-related plans.
- Formulated a board succession plan.
- Improved information disclosure transparency and timeliness: Annual financial information is announced by the end of February of the following year.

Material Topics: Talent Attraction and Retention

- ESG performance was linked to senior executives' annual performance.

Information Security Management

Material Topics: Information Security

- Core system availability reached 99%.
- Less than two cyberattacks (social attacks or virus intrusions) per year.
- Less than one data leak per year through unauthorized or irregular channels.

Product Innovation

Material Topics: Innovation Management

- Completed verification of wide I/O and low-power PSRAM.
- Completed verification of high-speed (>400 MHz) PSRAM.
- Delivered samples of fourth-generation silicon capacitor products.
- Developed VHM™, VHMStack™, and VHMInterposer™ DRAM-related products, continuing to meet our target of achieving ultra-high bandwidth and reduced power consumption.
- Set yield targets for new and mature products.
- Optimized new product and IP design processes to improve design verification reliability and test coverage, while reducing design iterations and product defect rates.

Product Quality

Material Topics: Product Responsibility

- 100% use of responsible minerals produced by smelters approved by RMI.
- Products are 100% compliant with international environmental regulations (e.g., RoHS, Halogen-free, REACH, etc.).

Supply Chain Management

Material Topics: Sustainable Supply Chain

- Proportion of new key suppliers that signed the Supplier Code of Conduct Commitment was 100%.
- Proportion of existing key suppliers that signed the Supplier Code of Conduct Commitment was 90%.
- Formulated the Supplier Sustainability Management Policy, which was announced on the Company's official website.

Greenhouse Gas Management

Material Topic: Climate Strategy

- Implemented GHG inventory for Scope 1, 2, and 3 in 2025.

Energy Management

Material Topic: Energy Management

- Renewable energy use accounted for 5%.

Talent Capital

Material Topic: Human Capital Development

Continued to implement and review training blueprints, and planned different competency training for managers at all levels and professional employees.

The annual training plan included performance evaluations for L1 to L3 level courses:

- Level 1: Reaction – 100% completion
- Level 2: Learning – 100% completion for compliance-related courses
- Level 3: Behavior – Leadership training programs were selected for pre- and post-training behavioral evaluations

Human Rights Management

- Continued to manage and implement training on labor and human rights issues, with a course completion rate of 100%.

- 100% closing rate of employee complaints.

Social Impact

- Supported one domestic art and cultural event (151 participants).

About This Report

AP Memory Technology Corporation (hereinafter referred to as "AP Memory", "the Company", or "we") presents the 2025 Sustainability Report (hereinafter referred to as "this Report") with the following information:

Disclosure Framework

This Report is prepared in accordance with the following standards:

1. GRI Sustainability Reporting Standards 2021 Edition (GRI Standards 2021)
2. AA1000 AccountAbility Principles (AA1000AP-2018)
3. Sustainability Accounting Standards Board (SASB): Standards for the Semiconductors industry under the Technology and Communications sector

Scope of Disclosure

Time frame:

This Report is published annually, with the first edition issued in September 2022.
This Report covers the reporting period from January 1, 2025, to December 31, 2025. (Reporting period consistent with financial reporting)
The previous Chinese edition was issued in August 2025.
The previous English edition was issued in September 2025.
The latest Chinese edition will be issued in August 2026.
The latest English edition will be issued in September 2026. (Expected)

Organizational Scope:

The disclosure scope covers AP Memory (the parent company) and all entities included in the consolidated financial statements, including subsidiaries in Hsinchu, Taiwan; Hangzhou, China; and Portland, USA. The overall performance is reported in the economic, social, and environmental aspects, with Hsinchu and Hangzhou as the primary operational sites for data disclosure. If the performance data for all operating sites is not fully disclosed, such cases are explained in footnotes and further detailed in "Appendix 8-7: Scope of Data Disclosure."

Disclosure Statement

Financial Performance:

Financial data is based on audited financial statements verified by the CPA firm Deloitte Taiwan. All financial figures are reported in New Taiwan Dollars (NTD).

Non-Financial Performance:

Other data in the report is compiled by the report disclosure task force based on internal statistics over the past one to four years. Values are expressed using commonly accepted numerical formats and rounded according to standard practices

Management Approach

The data or information disclosed in this Report is provided by each responsible unit for the report's preparation by the reporting team. After the consolidated report is submitted to the Sustainability Committee for review, it is then forwarded to the Board of Directors for discussion and approval, and subsequently published on AP Memory's official website and the site designated by the competent authority.

Contact Information

If you have any questions about this Report or wish to provide feedback to AP Memory, please feel free to contact us through the following channels:

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Phone: (03)560-1558

Email: ir@apmemory.com
Website: www.apmemory.com

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AP Memory - Leading Industry Development

- 1-1 Company Overview
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- 1-3 Operational Overview
- 1-4 Social Impact



1-1 Company Overview

About Us

Founded in 2011, AP Memory is headquartered in Hsinchu County, Taiwan, and has R&D and sales sites in the United States and China. We specialize in the research and development, design, licensing, and sales of customized memory products and technologies. Leveraging the extensive expertise of our R&D team, we continue to strengthen our technology development capabilities and maintain a customer-centric approach, striving to become a leading IC design company delivering customized memory designs and innovative solutions to customers worldwide.

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03 Governance - Upholding Business Ethics

04 Development - Leading Product Innovation

05 Collaboration - Strategic Partnerships

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AP Memory Technology Corporation

- Stock Code : 6531
- Chairperson : Chen, Wen-Liang
- Date of Establishment : August 2011
- Date of Listing : May 2016
- Headquarters : 10F-1, No. 1, Taiyuan 1st St., Zhubei City, Hsinchu County
- Operating Sites : Hsinchu, Taiwan; Portland, USA; Hangzhou, China
- Service Markets : Asia, Europe, and the Americas

Membership in Industry Associations^{Note}

- Taiwan Semiconductor Industry Association
- Taiwan Advanced Automotive Technology Development Association (TADA)
- JEDEC Solid State Technology Association
- Hsinchu Human Resources Management Association (HCHRNA)

Products and Services

Development, design, licensing, and sales of customized memory chip products and technologies, including:

- IoT random access memory (IoTRAM™)
- AI-related memory products (VHM™), including design and licensing services
- Silicon capacitor-related products and IP licensing (S-SiCap™)

Paid-in Capital (as of the end of 2025)

NT\$ **810** million

Number of Employees(as of the end of 2025)

248 people

Revenue Scale(fiscal year 2025)

NT\$ **5.67** billion

Note: All memberships are general memberships.

For more information on AP Memory's company profile and corporate history, please refer to the [Company's official website](#) and Shareholders' Meeting Report.

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Business Philosophy

Vision and Mission

AP Memory is dedicated to the pursuit of comprehensive chip design technologies and high-quality execution capabilities. With a customer-centric approach, we aim to become the world's leading provider of memory solutions. We continuously strive for excellence in product quality, actively invest in the development of new application domains, and focus on differentiated product specifications to capture emerging market opportunities in future memory applications.

Core Values

Focus on Customers

- Focus on fulfilling customer needs.
- Maintain a customer-driven mindset.
- Exceed customer expectations with a win-win mentality.

Drive for Results

- Strive for excellence through teamwork.
- Be results-oriented and do the right thing right.

Dare to Innovate

- Embrace change, reject stagnation.
- Innovate and think outside the box.
- Seek continuous improvement.

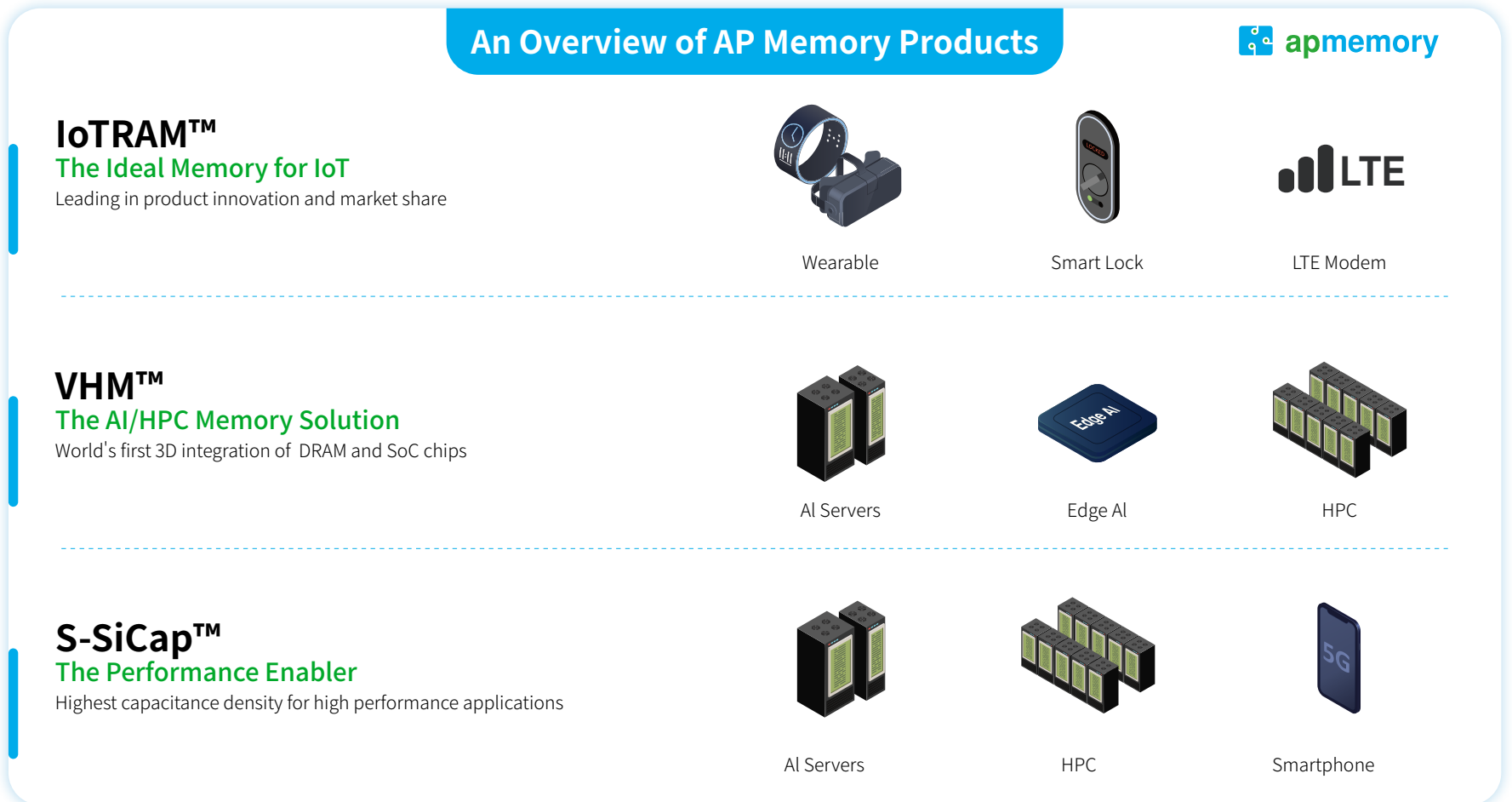
A Great Place to Work

- Encourage respect, positivity and collaboration.
- Nurture productivity and creativity through a flexible work culture.

1-2 Product Overview

Products and Services

AP Memory has always excelled through innovation and customization, delivering optimized memory solutions tailored to customer needs. The Company operates three core product lines: IoT Random Access Memory (IoTRAM™), AI-related memory products (VHM™), and stacked silicon capacitor products (S-SiCap™). With the rapid rise of generative AI, conventional memory architectures are increasingly unable to meet evolving system demands. In response, AP Memory has focused on developing customized memory and silicon capacitor products, breaking through current memory limitations through innovative architectures. By leveraging heterogeneous integration technology with silicon capacitors, the Company enhances overall system performance, becoming a vital enabler of next-generation technology applications.



In 2025, consistent with the previous reporting year, we continued to deepen the technological research and development, business portfolio, and core market positioning of our three major product lines.

■ IoTRAM™

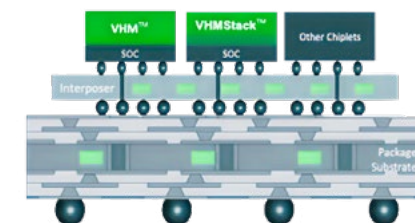
AP Memory's IoTRAM™ offers customers a series of high cost-performance, low-pin-count, and low-power memory products. After years of dedicated cultivation in the customized memory market, the Company has established itself as an industry leader in the IoT sector, maintaining the No. 1 global market share. With the booming growth of emerging applications, AP Memory has fully capitalized on market opportunities by expanding its product lines—including Pseudo Static RAM (PSRAM) and Low-Power DRAM—to support wearable devices, smart connectivity, and AIoT applications. The Company is fully committed to exploring new markets, applications, and customers.



Application Areas	Products	Features	Description
Connectivity			For cellular networks such as 4G/5G modems, Wi-Fi, Bluetooth, and GNSS (Global Navigation Satellite System), the small-capacity and low-power features of PSRAM are ideal for data buffering.
Wearable	PSRAM and Low-Power DRAM	- Compact size - Low power consumption - Low pin count - High data transfer rate	Battery-powered wearable devices such as smart bands, smartwatches, and AR/VR equipment have stringent size and power requirements. AP Memory's PSRAM holds a leading market share in this field.
Video/Audio			Compared to traditional DRAM, PSRAM offers lower pin count, which simplifies the design of timing controllers (TCON) within display panels.

■ VHM™

AP Memory realized the world's first 3D heterogeneous integration of DRAM and logic chips. In 2021, we began mass production and shipment of our heterogeneous integration high-bandwidth memory product, VHM™. By combining mature logic processes with VHM™, we deliver computing performance that surpasses even the most advanced GPUs, showcasing the potential of 3D IC technology.



Application Areas	Products	Features	Description
AI and high-performance computing	VHM™	- Ultra-high bandwidth - High capacity	VHM™ stacks memory directly on top of the SoC, offering customers a high-bandwidth, low-power memory solution. Compared to other solutions in the market, AP Memory's products deliver a superior performance-to-power ratio.
	VHMStack™	- Low power consumption - High performance	The multi-layered VHM™ stacking technology, known as VHMStack™, is currently recognized as the most efficient and cost-effective memory solution for large language model (LLM) inference applications. It has been adopted and further developed by customers.
	VHMInterposer™	- Excellent signal and power stability - Enables high-bandwidth, low-power memory performance	Combines stacked capacitor technology with DRAM to deliver high-capacity, high-bandwidth DRAM memory while enhancing signal and power integrity for the SoC host chip.

■ S-SiCap™

S-SiCap™ is a high-capacitance-density silicon capacitor technology featuring an advanced stacked architecture that combines an ultra-thin design with excellent thermal and voltage stability, meeting the requirements of high-end mobile devices, AI, and high-performance computing chips. By integrating DRAM stacked capacitor technology into the interposer, S-SiCap™ Interposer provides high-capacity decoupling capacitance that significantly enhances signal and power integrity for high-speed I/O applications, including Die-to-Die, SerDes, and HBM. The solution has been adopted and validated in multiple AI customer projects. In addition, the incorporation of four-mask bonding lithography technology enables larger interposer sizes and supports the integration of more chiplets, further strengthening system integration capabilities and application flexibility for advanced packaging.

Application Areas	Products	Features	Description
	Independent: S-SiCap™	• High capacitance density • Suitable for various packaging forms	• Silicon capacitors are integrated passive components. With an advanced stacked structure, they achieve high capacitance density while maintaining a thinner profile, along with excellent temperature and voltage stability. These properties make them well-suited for high-end smartphones and high-performance computing chips. • S-SiCap™ technology is adaptable to various product types and, when integrated with advanced packaging processes, can provide a wide range of customized solutions.
	HPC Interposer: S-SiCap™ applied to the interposer.	• High capacitance density • Excellent signal and power stability	• The S-SiCap™ Interposer uses stacked capacitor technology derived from DRAM manufacturing to embed large-capacitance capacitors in the interposer, enhancing signal and power integrity for high-speed transmissions. This is critical for high-speed I/O (HSIO) applications such as Die-to-Die, SerDes, and HBM, and has already been adopted and validated by customers in AI application projects. • Four-mask alignment exposure: AP Memory currently supports combining four different photomask patterns via alignment exposure, increasing the interposer die size to accommodate more chiplet ICs.

Note: For more information about AP Memory's product offerings and development strategies, please refer to the Company's official website, annual report, and past ESG reports.



Forward-Looking Technological Innovations

IoTRAM™

- The ApSRAM series overcomes the limitations of conventional wire-bonding by leveraging our proprietary VHM™ technology to stacked logic chips and DRAM. Through Hybrid Bonding, the architecture reduces interconnect distances, improving performance and efficiency, making it suitable for IoT applications.

VHM™

- Pioneered VHM™ technology—the world's first true 3D stacked heterogeneous integration of DRAM and logic chips.
- By stacking logic chips with DRAM, the WoW Hybrid Bonding connection increases the number of pins per unit area and significantly improves data transmission efficiency.

S-SiCap™

- Capacitance can be customized for 2.5D packaging, covering embedded and interposer capacitor solutions, thereby making capacitors more supportive and stable for SoCs.

SASB Operational Activity Metrics

SASB Code	Metric Description	2022	2023	2024	2025
TC-SC-000.A	Total production volume (Unit: thousand pieces)	499,434	727,039	838,250	951,765
TC-SC-000.B	Percentage of production from company-owned facilities ^{Note}	0	0	0	0

Note: AP Memory is a fabless memory chip R&D and design company without large-scale in-house manufacturing facilities. The Company focuses on chip design and sales and does not engage in the manufacturing stage. Therefore, the metric data is reported as 0.

1-3 Operational Overview

Financial Performance

With customized semiconductor memory and silicon capacitor technologies at their core, the three major product lines, IoTRAM™, VHM™, and S-SiCap™, serve the IoT, AI accelerators, and high-performance computing markets, providing customers with solutions that balance "high performance" and "low power consumption".

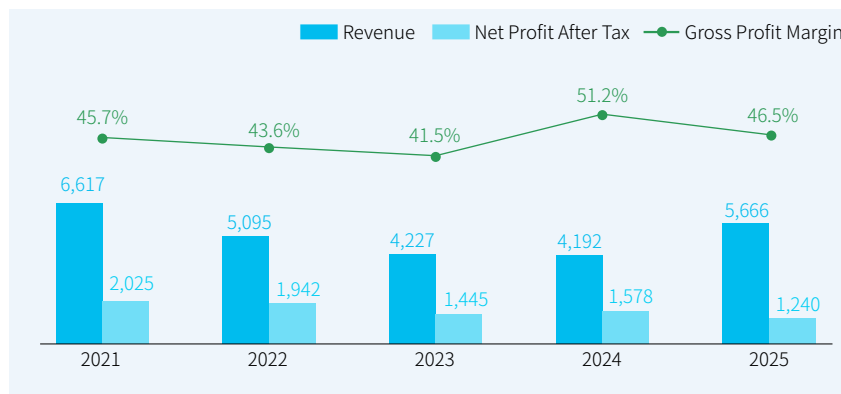
In 2025, annual revenue was NT\$5.67 billion, up 35% from the previous year. Specific progress was made in all three product lines: IoTRAM™ product line's annual revenue increased by approximately 30%; S-SiCap™ began mass production and commercialization this year, contributing roughly 20% of the annual revenue; and the VHM™ product line obtained the first Product Design-in project for AI accelerator customers. Annual gross profit was NT\$2.63 billion, with a gross margin of 47%, down four percentage points from the previous year due to changes in our product portfolio. Operating income for the year was NT\$1.4 billion, representing a 32% annual increase. Net profit before tax was NT\$1.52 billion, representing a 25% annual decrease. Net profit after tax was NT\$1.24 billion, representing a 21% annual decrease. EPS was NT\$7.74, approximately 20% lower than NT\$9.73 in 2024.

Unit: NTD in thousands

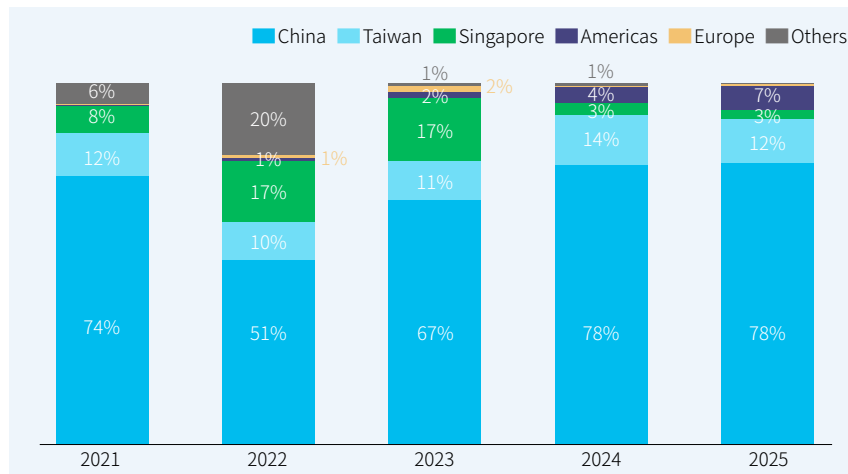
Items	2021	2022	2023	2024	2025
Revenue	6,617,215	5,094,775	4,226,907	4,192,378	5,666,498
Cost of Revenue	3,591,607	2,873,381	2,471,901	2,046,805	3,032,837
Gross Profit	3,025,608	2,221,394	1,755,006	2,145,573	2,633,661
Operating Expenses	655,451	720,874	902,225	1,082,483	1,234,470
Selling and Marketing Expense	115,405	126,823	124,811	107,947	127,150
General and Administrative Expenses	181,544	132,623	164,854	193,319	228,944
Research and Development Expenses	359,104	462,066	583,627	780,593	879,117
Others	(602)	(638)	28,933	624	(741)
Operating Income	2,370,157	1,500,520	852,781	1,063,090	1,399,191
Non-operating Income	144,109	948,763	766,200	969,785	119,251
Income Before Income Tax	2,514,266	2,449,283	1,618,981	2,032,875	1,518,442
Income Tax Expense	488,809	507,587	174,011	454,643	278,556
Net Income	2,025,457	1,941,696	1,444,970	1,578,232	1,239,886
Other Comprehensive Income (loss), Net of Income Tax	(1,314)	4,265	107	8,527	47,008
Total Comprehensive Income	2,024,143	1,945,961	1,445,077	1,586,759	1,286,894
Earnings Per Share (NT\$)	13.67	12.09	8.93	9.73	7.74
Employee Salaries and Benefit	530,110	473,014	568,733	658,488	780,533
Interest and Dividend Expenses	368,183	874,667	783,067	740,001	810,789
Tax Exemptions and Deductions	23,529	39,368	44,738	42,179	34,809

Revenue, Net Profit, and Gross Profit Margin

Unit: NT\$ million



Revenue Share by Region



Dividend Policy

In accordance with its Articles of Incorporation, AP Memory's earnings distribution is proposed by the Board of Directors. If the Company records a profit at the end of the fiscal year, it shall first offset any accumulated losses from previous years. Next, 10% of the profit shall be allocated to the legal reserve (this requirement does not apply once the legal reserve equals the Company's total paid-in capital). Any remaining earnings, after making provisions or reversals for special reserves as required by law or regulatory authorities, shall be added to undistributed retained earnings from prior years. The Board of Directors shall then draft an earnings distribution proposal. If the proposed distribution includes the issuance of new shares, the proposal must be submitted to the Shareholders' Meeting for approval. AP Memory operates in a growth-phase industry. In consideration of future capital needs and long-term financial planning, and under the condition that the Articles of Incorporation are not violated, the amount of dividend distribution primarily considers: (1) 50% of the net income for the year, and (2) an amount no lower than the previous year's dividend payout. Dividends may be distributed in cash or stock, with cash dividends accounting for at least 20% of total dividends distributed to shareholders. The above dividend distribution ratio may be adjusted by resolution of the Shareholders' Meeting based on the Company's actual profitability and capital condition in the given year.

Recent Dividend Distribution

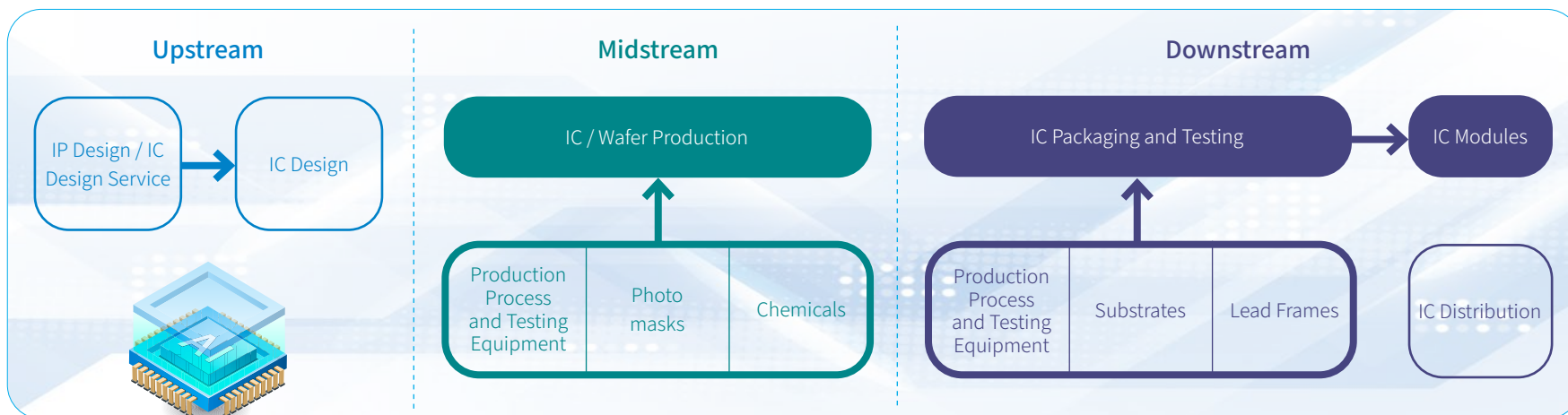
Year	Cash Dividend (Earnings Distribution)	Par Value per Common Share
2025	\$6.986	\$5
2024	\$6.993	\$5
2023	\$6.998	\$5
2022	\$6.997	\$5

Role in the Industry Value Chain

The IC design industry occupies the most upstream position in the semiconductor value chain, followed by midstream and downstream sectors such as wafer foundries and fabrication, packaging, and testing. Unlike vertically integrated global semiconductor giants that manage design, manufacturing, packaging, and testing in-house, Taiwan's IC industry operates under a horizontal division of labor. In this model, each stage of production is handled by specialized companies, each with its own area of expertise.

AP Memory is a memory IC design company. Before reaching the final product stage, its designs are fabricated into wafer-level semi-products by professional wafer foundries. These wafers undergo front-end testing before being sent to specialized packaging companies for dicing and packaging. Final back-end testing is then conducted by dedicated testing service providers. Finished products are subsequently sold through sales channels to system manufacturers, who assemble them into complete system products.

As an upstream player in the semiconductor value chain, AP Memory's supply chain partners include wafer foundries, wafer testing companies, IC packaging and testing service providers, photomask manufacturers, probe card suppliers, and test equipment vendors. The Company maintains long-term and close collaboration with its partners to deliver the highest quality products and services to customers. Compared with the previous reporting period, there were no significant changes in AP Memory's organizational activities, products, services, service markets, supply chain, or downstream operations.



1-4 Social Impact

In 2022, AP Memory Technology Corporation, Taiwan Semiconductor Manufacturing Company, and other leaders across the semiconductor industry jointly established the Dr. Tso-Ping Ma Future Innovation Leaders Scholarship at the Department of Electrical Engineering, National Taiwan University. The scholarship honors the outstanding contributions of the late Professor Tso-Ping Ma, former Independent Director of AP Memory, to Taiwan's semiconductor industry, as well as his lifelong dedication to mentoring future generations and cultivating technological talent. Through this initiative, we aim to inspire outstanding university students to pursue bold innovations, develop leadership capabilities, and advance global technologies, thereby carrying forward Dr. Ma's legacy of technological research and innovation leadership.

Since establishing this scholarship, we have supported four innovative research proposals by students in the Department of Electrical Engineering at National Taiwan University, with tangible incentives and meaningful results. Award-winning research topics over the years include "AR/VR Artificial Intelligence Computing", "Research and Application of Voice Model", "Advanced Semiconductor Process Measurement and Testing Technology", and "New-Generation Semiconductor Materials Application". All award-winning proposals are highly innovative and technologically forward-looking, fully aligned with the purpose and core spirit of the scholarship to encourage young students to innovate and establish technological leadership.

Since 2023, we have continued to sponsor scholarships for students in the Department of Special Education at National Tsing Hua University each year, supporting the "Student Scholarship and Mediation Services for the Disabled". Through this collaboration, we help students of the department strengthen the link between theory and practice, develop future high-quality special education professionals, and unlock the potential of students with disabilities, thereby fostering a more inclusive learning and living environment. National Tsing Hua University in Hsinchu City and the Company's operating site are located in the same community. It is also an important source of talent. Through local connections, we continue to expand our industry-academia collaboration and social impact.

In addition to consistently investing in technological innovation and talent development, we also actively promote growth in the cultural industries, aiming to fulfill our corporate social responsibility through various efforts. In 2025, we hosted a private screening of the charity documentary Taiwan Unsung Hero for employees and supported the production of local documentaries, showing our concern and commitment to local culture and the image-creation industry.

Overall, we continue to allocate resources to support local education and development, promote cultural industries, and assist disadvantaged groups through various methods like donations, cultivation programs, education partnerships, and cultural initiatives. We aim to take tangible actions to foster positive community growth, strengthen the bonds and identity between businesses and the regions they serve, and demonstrate that companies play a vital role in making a positive societal impact.



▪ Corporate Philanthropy

2022

NT\$3,000,000

2023

NT\$3,120,000

2024

NT\$3,120,000

2025

NT\$3,060,000



2

Response - Identifying Sustainability Impacts

2-1 Stakeholder Engagement

2-2 Materiality Assessment and Analysis

2-3 Management Approaches for Material Topics



2-1 Stakeholder Engagement

AP Memory is dedicated to fulfilling its corporate sustainability responsibilities. We maintain strong communication and engagement with stakeholders, actively participate in industry associations, and keep expanding our network of external collaborations. Our goal is to become a trusted sustainability partner and an outstanding corporate citizen, working together with all stakeholders to create a sustainable future. We have established a stakeholder section on the Company website to create diverse, transparent communication channels with all stakeholders.

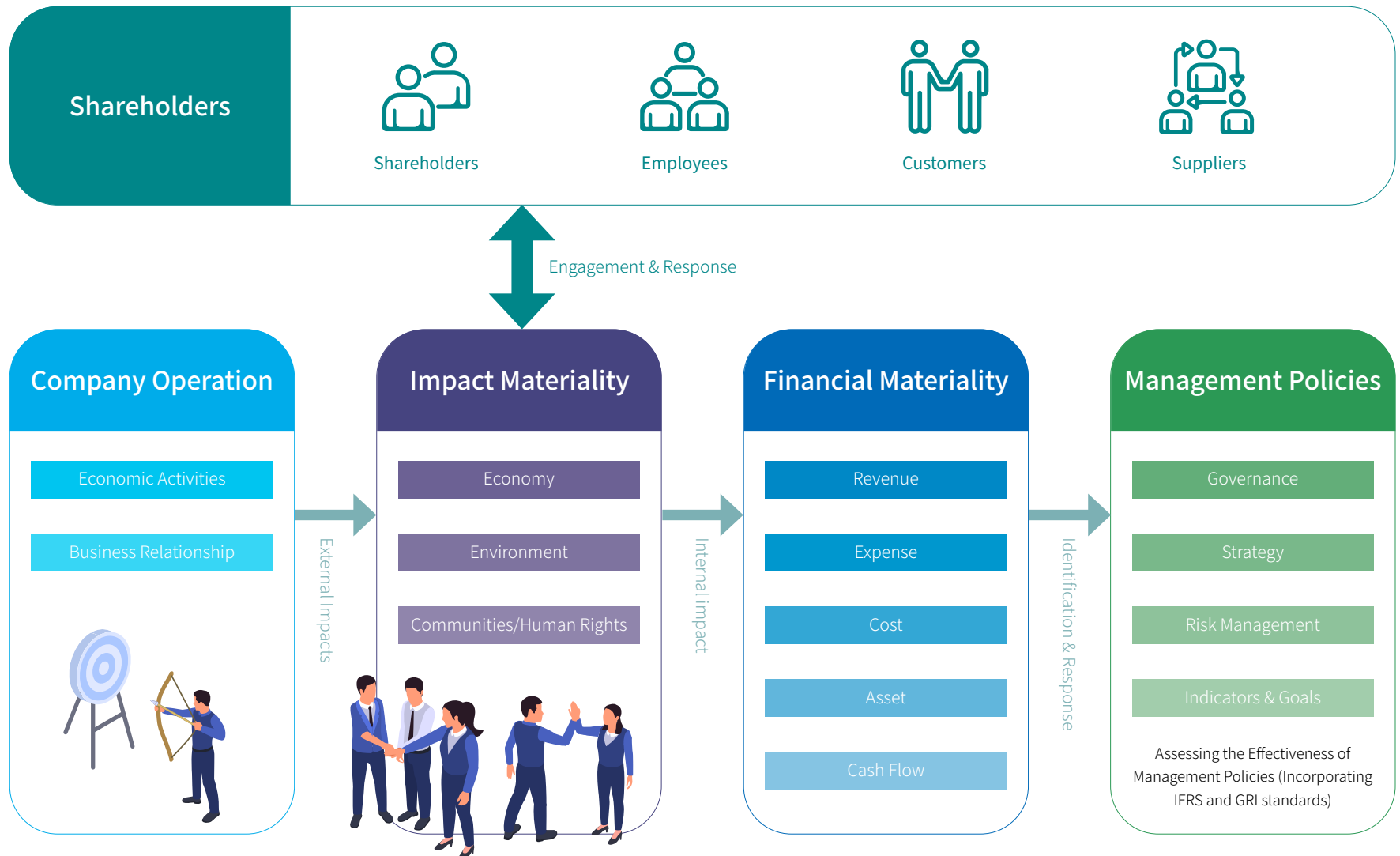
AP Memory identifies key stakeholders with reference to the five core criteria of the AA1000 Stakeholder Engagement Standard (SES): Responsibility, Influence, Tension, Diverse Perspectives, and Dependency. We confirmed that there were no significant changes in our operational structure or stakeholder landscape in 2025 and have therefore continued using our previously established stakeholder identification results. Our key stakeholders remain categorized into four groups: customers, employees, suppliers, and shareholders.

Stakeholder Type	 Customers	 Employees	 Suppliers	 Shareholders
Relevance to AP Memory	Key stakeholders focused on AP Memory's product quality, services, business operations, legal compliance, and environmental stewardship	Human capital is essential for AP Memory's ongoing innovation and sustainable growth	Business partners that collaborate with AP Memory to enhance product quality and sustainability, while jointly addressing environmental and social challenges	Provide AP Memory with key financial resources and focus on its financial performance and ESG progress
Responsible Unit	Sales Center, Product Center, Quality Assurance Department	Administration Center	Operations Center, Quality Assurance Department	Corporate Governance Department and Finance Center
Five Issues of Concern	- Product Quality - Sustainable Supply Chain - Product Responsibility - Innovation Management - Energy Management	- Innovation Management - Information Security - Product Quality - Financial Performance - Talent Attraction and Retention	- Business Ethics - Product Responsibility - Information Security - Product Quality - Talent Attraction and Retention	- Financial Performance - Business Ethics - Sustainable Supply Chain - Innovation Management - Information Security
Engagement Method / Frequency / Outcome	- Customer Communication Meetings / Irregular (multiple times) - Customer Audits / Regular & Irregular (two-ten times) - Customer Satisfaction Survey / Annually (one time) - Quality Meetings and Complaint Handling / Irregular (multiple times)	- Labor-Management Meetings / Quarterly (four times) - Company-wide Staff Meetings / Quarterly (four times) - Internal Announcements / Irregular (69 announcements in total)	Supplier Assessments / Annually (one time)	- Annual Shareholders' Meeting / Annually (one time) - Financial Reports / Quarterly (four times) - Investor Conference Calls / Quarterly (four times)
Corresponding Chapter	- CH 4 Development - Leading Product Innovation - CH 5 Collaboration - Strategic Partnerships	- CH 4 Development - Leading Product Innovation - CH 5 Collaboration - Strategic Partnerships - CH 6 Training - Strengthening Human Capital	- CH 5 Collaboration - Strategic Partnerships - CH 6 Training - Strengthening Human Capital	- CH 1 AP - Leading Industry Development - CH 3 Governance - Upholding Business Ethics

Note: AP Memory reassessed the level of stakeholder concern for sustainability issues in 2025.

2-2 Materiality Assessment and Analysis

AP Memory conducts sustainability materiality analysis and identification annually. In 2025, we continued to follow the "double materiality" principle, as outlined in GRI 3: Material Topics 2021. We also referenced the IFRS and ESRS guidelines on sustainability impacts and categorized them into materiality and financial materiality. Through a six-stage process, we systematically identified sustainability impacts, including the external effects of the Company's operations on society, the environment, stakeholders, and human rights, as well as the internal and financial impacts of the resources invested in addressing these external effects. We then summarized the internal and external impact results to produce the final sustainability impact analysis, which serves as a key basis for reporting sustainability information. At the same time, the AP Memory's responsible unit develops policies, promotes solutions, and sets targets based on the impact assessment results.



▪ Sustainability Impact Assessment Methods



Understanding Organizational Context

- Based on the overview of operating activities, we comprehensively referenced the sustainability reporting guidelines (GRI and SASB), international sustainability rating indicators (MSCI, S&P CSA, and CDP), and benchmark company practices. We collected relevant sustainability issues and trends, which were summarized into 19 key sustainability issues.
- After identifying the issues of concern and potential impacts on the four key stakeholders, we analyzed how economic activities could affect operational processes and both upstream and downstream business relationships within the value chain. Following thorough consideration, we included 12 sustainability issues.



Identifying Impact Materiality

- We held a materiality assessment workshop with the heads of the relevant functions responsible for each issue. Using a list of 12 sustainability issues, participants conducted a thorough assessment of the actual and potential, positive and negative impacts of our operations and business relationships across the value chain, including upstream suppliers, our own operations, and downstream customers, on the environment and society, including human rights. The issues were then evaluated and prioritized based on their impact materiality.

Impact Materiality Assessment Methodology:

Negative impact materiality: Severity (scale, scope, remediability) × Likelihood

Positive impact materiality: Degree of benefit (scale, scope) × Likelihood



Identifying Financial Materiality

- Based on the impact materiality assessment of the 12 sustainability issues, the heads of the respective responsible units further evaluated the opportunities and risks arising from external factors that could affect our operations, as well as the actual or potential direct and indirect financial effects over the short-, medium-, and long-term. These issues were then assessed and prioritized according to their financial materiality.

Note: The impact level depends on the method used to measure materiality criteria in financial statements. After assessing the relevance of various financial indicators to the Company's value, the impact is gauged based on the financial materiality of operating revenue. The so-called financial impact includes important information from financial statements, such as revenue, costs, expenses, cash flow, and fundraising or financing.

Financial Materiality Assessment Methodology:

Financial Materiality: Operational impact severity × Likelihood



Formulation of the Sustainability Issue Management Policy

- The results of materiality and financial materiality identification for each sustainability issue are summarized, with responsible units discussing and adjusting them to align with future business plans. This process ensures consistency between sustainability efforts and operational strategies. The final list and ranking of sustainability issues are then completed. Each responsible unit subsequently develops policies, promotion plans, and goals for each issue based on these assessment results.



Incorporation of Governance and Responsibilities

- The final results of the sustainability issue identification confirmed that eight issues were deemed material by the Corporate Governance Department.
- The sustainability goals were submitted to the Sustainability Committee for approval and reporting to the Board of Directors.



Corresponding Sustainability Reporting Topics and Indicators

- Based on the approved results, the Sustainable Development Task Force mapped the identified material topics to six GRI and the SASB Technology and Communications Sector Semiconductors Industry. These standards serve as the basis for the disclosures presented in this Sustainability Report.

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Impact Assessment Ranking and Matrix

Rank	Impact Materiality		Financial Materiality		Double Materiality	
	Negative	Positive	Negative	Positive	Negative	Positive
1	Sustainable Supply Chain	Human Capital Development	Sustainable Supply Chain	Innovation Management	Sustainable Supply Chain	Innovation Management
2	Energy Management	Innovation Management	Innovation Management	Climate Strategy	Innovation Management	Climate Strategy
3	Innovation Management	Climate Strategy	Product Responsibility	Product Responsibility	Product Responsibility	Product Responsibility
4	Climate Strategy	Product Responsibility	Talent Attraction and Retention	Human Capital Development	Climate Strategy	Human Capital Development
5	Product Responsibility		Information Security		Energy Management	
6	Talent Attraction and Retention		Climate Strategy		Talent Attraction and Retention	
7	Water Resource Management		Energy Management		Information Security	
8	Waste Management		Ethical Corporate Management		Water Resource Management	
9	Information Security		Water Resource Management		Waste Management	
10	Ethical Corporate Management		Waste Management		Ethical Corporate Management	
11	Occupational Health and Safety		Occupational Health and Safety		Occupational Health and Safety	

Note: The issues in red are the main issues of concern. The issues in green are the secondary issues of concern. No negative impacts on human capital development were identified.

Based on the results of the double-materiality impact assessment, we identified seven negative and four positive material issues. In addition, four negative issues were classified as secondary issues for ongoing monitoring. Following comprehensive discussions and assessments by the relevant responsible unit, we identified eight material issues. These comprise seven core issues with significant negative impacts, namely "sustainable supply chain, innovation management, product responsibility, climate strategy, energy management, talent attraction and retention, and information security", together with one issue with significant positive impacts, "human capital development". The management approach and implementation results are listed as priority content for reporting in this Report.

This material issue evaluation method continues to use a dual-materiality approach. Compared to the previous year, the material issue, "climate strategy", was added, and "quality management" was removed.

Disclosure Indicators and Corresponding Sections

Material Issues	Value Chain Impact Scope			GRI Topic Standards or SASB Metrics	Corresponding Disclosure Sections
	Suppliers / Contractors (Upstream suppliers)	AP Memory	Customers / End Consumers (Products / Services)		
Sustainable Supply Chain	● ● ●	● ●	●	GRI 204 Procurement Practices 2016 TC-SC-440a.1 Materials Sourcing	5-3 Supply Chain Management
Innovation Management	● ●	● ●	● ●	Custom Topic: Energy Consumption and Power Performance	4-1 Innovation Management
Product Responsibility	● ● ●	● ●	●	GRI 416 Customer Health and Safety 2016 TC-SC-410a.1 Product Lifecycle Management	4-3 Product Lifecycle Management
Climate Strategy and Energy Management	●	● ●	● ● ●	GRI 302 Energy 2016 GRI 305 Emissions 2016 TC-SC-130a.1 Energy Management in Manufacturing TC-SC-110a.1, TC-SC-110a.2 Greenhouse Gas Emissions	7-3 Greenhouse Gas Management 7-4 Energy Management
Human Capital Development (Talent Attraction and Retention)	● ●	● ●	●	GRI 401 Employment 2016 GRI 405 Diversity and Equal Opportunity 2016 TC-SC-330a.1 Recruiting & Managing a Global & Skilled Workforce	6-2 Attraction and Retention 6-3 Compensation and Benefits
Information Security	● ●	● ●	● ●	Custom Topic: Information Security Breaches	3-5 Information Security Management

Note: The impact assessment covers the economy(●), environment(●), society/people, including human rights (●)

Time Frame of Impacts for Material Sustainability Topics

Material Issue	Description of External Sustainability Impacts		Description of Internal Financial Impacts	Impact Time Frame	Impacts	Main Type of Impact
Sustainable Supply Chain	Negative	With increasingly stringent environmental regulations and customer sustainability supply chain requirements across countries, it is essential to enhance supplier communication and sustainability management. Failure to do so may lead to quality or chemical compliance issues from suppliers, resulting in environmental or health/safety impacts for customers or end users due to defective products.	If the Company fails to stay ahead of evolving environmental regulations and supplier sustainability practices, it may result in product returns, supply chain disruptions, and severe financial impacts.	Already Occurred	Revenue ↓	Direct
Product Responsibility	Negative	As customer demand for green products increases and regulations regarding substances of concern (e.g., PFAS—per- and polyfluoroalkyl substances) tighten globally, failure to respond before regulatory deadlines could lead to environmental harm and disruptions in product deliveries.	If suppliers do not proactively plan for chemical substitution and fail to meet international regulations or customer requirements, it may necessitate switching suppliers, incurring additional development and verification costs, and potentially causing supply interruptions.	Already Occurred	Risk ↑	Direct
	Positive	AP Memory actively collaborates with foundries to explore PFAS alternatives, aiming to complete material verification and enter mass production within one to two years.	Early completion of new material verification can enhance product competitiveness and create new sales opportunities.	Already Occurred	Opportunities ↑	Direct
Innovation Management	Negative	If product design specifications or the process technology nodes and production capacity provided by foundry partners cannot keep pace with technological advancements, there is a risk of being unable to support the development and applications of customers' end products.	This may result in decreased competitiveness and loss of business opportunities due to delayed R&D and design of new products, ultimately leading to revenue decline.	Already Occurred	Revenue ↓	Direct



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Material Issue	Description of External Sustainability Impacts		Description of Internal Financial Impacts	Impact Time Frame	Impacts	Main Type of Impact
Innovation Management	Positive	VHM™: AP Memory is advancing low-power 3D heterogeneous memory design innovations to deliver energy-efficient solutions that balance performance and power consumption, aligning with environmental sustainability goals.	Successfully developed high-efficiency products (VHM™ : high bandwidth and low energy consumption. IoT products: low power consumption and compact size), which increases product sustainability and customer orders.	Already Occurred	Revenue ↑	Direct
		IoT products: We are dedicated to creating low-power, high-performance memory solutions. By 2025, the speed of the low-power PSRAM will increase by over 200% compared to the same-capacity IoT RAM products from the previous generation.				
		S-SiCap™: In 2025, we launched the fourth-generation (Gen4) technology and the silicon-capacitor interposer, which significantly enhanced the stability of AI servers and HPC power supplies. With extremely high capacity density, it helps customers reduce energy consumption, achieve carbon-reduction benefits, and become a key driver of green innovation in semiconductor packaging.				
Human Capital Development (Talent Attraction and Retention)	Negative	The shortage of key talents in the IC design industry is very high. If the Company offers less competitive compensation or limited career growth opportunities compared to rivals, it will create an issue of low appeal for top engineers in the labor market, which, in turn, indirectly impacts the career choices and retention willingness of talent in Taiwan's IC industry.	Losing key IC design talent will directly impact product development and customer delivery, leading to order loss. Emergency resupply of talent also increases recruitment costs and requires longer grinding periods, creating a short-term productivity gap and increasing personnel costs.	One to two years	Risks ↑	Direct
	Positive	The AP Academy is led by the CEO, who serves as the Academy's principal and provides strategic direction for talent development. The Academy comprises three learning schools and the Education and Training Committee, forming a "leadership-driven dual-track" training framework. Through the learning schools, we bring in external knowledge and industry insights, while the Education and Training Committee is responsible for internal knowledge transfer, ensuring that our employees' capabilities continue to evolve in line with industry trends.	If the AP Academy's effectiveness in promoting and implementing its programs improves employees' capabilities, it will further strengthen product development and create market opportunities.	Already Occurred	Opportunities ↑	Indirect
Climate Strategy and Energy Management	Negative	As AP Memory expands its office space and workforce, its indirect greenhouse gas emissions may increase. The Company continues to implement energy management practices to mitigate these impacts. In response to energy-saving regulations from authorities and requirements from downstream customers, the difficulties and costs of implementing energy-saving initiatives or purchasing renewable energy (or certificates) are rising. Since outsourced foundry partners are highly energy-intensive, their energy management efforts represent a key impact area in the semiconductor sector.	As electricity usage increases along with operational scale and electricity rates continue to rise, current renewable energy prices remain high. A year-by-year increase in power consumption and renewable energy adoption will further raise electricity costs. Over the next few years, rising energy prices and potential implementation of carbon taxes or fees on greenhouse gas emissions could result in increased supply chain energy costs, which may ultimately be passed on to AP Memory, causing financial impacts.	Already Occurred	Risks ↑	Indirect
	Positive	By proactively identifying and responding to market trends driven by climate change, AP Memory can rapidly adapt to evolving market demands and support customers in developing customized IC solutions with high bandwidth and low power consumption. These solutions help reduce energy consumption and GHG emissions in end-use applications, such as AI servers, enabling customers to achieve their energy-efficiency objectives. This capability creates a differentiated competitive advantage and strengthens our attractiveness to international customers that place a strong emphasis on ESG performance.	By identifying climate-related opportunities early and continuously investing in market insights and technology development, AP Memory is well-positioned to drive product innovation, enhance competitiveness, and capture new business opportunities.	Already Occurred	Opportunities ↑	Direct
Information Security	Negative	While AP Memory continues to strengthen its information security framework based on the NIST Cybersecurity Framework, threats to information security are constantly evolving. Inadequate information security measures may result in the leakage of confidential customer order information, leading to claims, order cancellations, reputational damage, and business disruption. Employees may also fall victim to phishing attacks that demand high ransom payments, resulting in significant losses.	Ongoing investments are made in system upgrades and information security enhancement, including capital expenditures for equipment and operating expenses for external consultancy services. In the event of a security breach, the Company may also suffer financial losses due to ransom payments.	One to two years	Risks ↑	Direct

2-3 Management Approaches for Material Topics

Material Topic

Sustainable Supply Chain

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Policy / Commitment

In accordance with the Supplier Sustainability Management Policy and the "External Supplier Management Operation Manual", we conduct supplier selection, audits, regular evaluations, supplier code of conduct adherence, and re-signing of green product commitments. We also integrate sustainability requirements into daily supply chain management through collaboration.

● Responsibility	▪ Sustainability Committee ▪ Quality Assurance Unit and Production Management Unit
● 2025 Targets	▪ All process suppliers must achieve a rating of Grade B or above. ▪ Establish a Supplier Sustainability Management Policy. ▪ 100% signing rate of the Commitment to the Code of Conduct.
● 2025 Action Plan	▪ Annual evaluations and audits of existing qualified suppliers. ▪ Formulate the Supplier Sustainability Management Policy and Code of Conduct Commitment.
● 2025 Annual Results	▪ Wafer manufacturing, packaging, and testing suppliers ≥80 points: Grade A (Excellent): Four suppliers. 70–79 points: Grade B (Compliant): Zero suppliers. <70 points: Grade C (Needs Improvement): Zero suppliers. ▪ Probe card and photomask suppliers ≥80 points: Grade A (Excellent): Two suppliers. 70–79 points: Grade B (Compliant): Zero suppliers. <70 points: Grade C (Needs Improvement): Zero suppliers. ▪ Completed the formulation of the Supplier Sustainability Management Policy, which was published on the Company's official website. ▪ 100% signing rate of the Commitment to the Code of Conduct (new and existing key suppliers).
● Tracking and Review Mechanism	▪ Based on actual product production conditions, internal meetings are held on an as-needed basis to review various supplier management indicators and determine whether immediate improvements should be requested.
● Stakeholder Engagement	▪ External: Maintain routine supplier communication mechanisms, hold regular review and audit meetings, and collaborate to resolve quality issues and conduct continuous improvement activities.

Innovation Management and Product Responsibility

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Policy / Commitment

IoTRAM™

Continuously improve memory chip design to achieve lower power consumption, lower voltage, smaller size, fewer pins, and higher performance through structural optimization.

VHM™

Develop customized memory chips with high bandwidth, low power consumption, and high capacity.

S-SiCap™

Continue developing silicon capacitors with high capacitance density, low inductance, and low impedance.

	IoTRAM™	VHM™	S-SiCap™
● Responsibility	- Sustainability Committee - Product Center		
● 2025 Targets	Increase bandwidth efficiency by >30%	Reduce overall energy consumption by 17%	Increase unit area capacity by 50%
● 2025 Action Plan	Optimize the power architecture of IoT PSRAM products and combine them with hybrid bonding technology to shorten the existing connection distance and improve speed.	- Optimize the circuit design to reduce component power consumption. - Conduct product designs aligned with customers' advanced, logical manufacturing processes, ensuring end products exhibit low energy consumption.	- Update the high-capacitance Process Design Kit (PDK) - Introduce new case authentication with high-capacitance PDK.
● 2025 Annual Results	Completed the validation of Wide I/O and high-speed, low-power PSRAM, achieving double the speed of the previous-generation IoT RAM product.	The new DRAM products that reduce the main memory power supply voltage by about 8% and cut overall energy consumption by 17% were already in tape-out in 2025 and are expected to finish system verification by the end of 2026.	- Completed the update of the high-capacitance PDK (approximately 75% higher compared to the previous generation PDK capacitance). - Completed 1 tape-out project and currently performing product verification.
● Tracking and Review Mechanism	Confirmed that low-voltage PSRAM reduced standby power by at least 20% during customer use.	Completed chip-level customer verification for new products.	Weekly meetings held to ensure product development and mass production progress aligns with plans.
● Stakeholder Engagement	External: Held review meetings with customers on new product design specifications to meet energy-saving and efficiency enhancement goals. Additionally, product verification results were confirmed with customers to ensure specification accuracy.		

Climate Strategy and Energy Management

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Policy / Commitment

Promote energy conservation and carbon reduction; increase the proportion of green electricity usage by 5% annually.

● Responsibility	▪ Sustainability Committee ▪ Human Resources Unit
● 2025 Targets	▪ Percentage of renewable energy: 5%
● 2025 Action Plan	▪ Implement the green power procurement plan
● 2025 Annual Results	▪ A total of 44,000 kWh of renewable energy was purchased, accounting for 6.1% of total electricity consumption (target met). ▪ Signed a five-year green power procurement contract with green power suppliers to ensure a stable supply and the achievement of the target for green power procurement by 2030.
● Tracking and Review Mechanism	▪ Review the progress and implementation of greenhouse gas management quarterly.
● Stakeholder Engagement	▪ Internal: Through the greenhouse gas inventory project, employees are equipped with basic GHG knowledge and encouraged to practice daily energy-saving behaviors. ▪ External: Continue communicating with stakeholders to stay informed about climate-related concerns.

Human Capital Development (Talent Attraction and Retention)

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Policy / Commitment

Optimize talent recruitment strategies and create a competitive and friendly workplace environment.

● Responsibility	▪ Sustainability Committee ▪ Human Resources Unit
● 2025 Targets	▪ Increase the three-year retention rate of new employees (target: 75%). ▪ The annual training plan included performance evaluations for L1 to L3 level courses.
● 2025 Action Plan	▪ Enhance employee care and retention mechanisms. ▪ Regularly track hiring rate, turnover rate, and three-year new employee retention rate. ▪ Plan and implement annual training plans.
● 2025 Annual Results	▪ Three-year new employee retention rate: 88.37%. ▪ Training Effectiveness Evaluation ▪ Level 1: Reaction – 100% completion. ▪ Level 2: Learning – 100% completion for compliance-related courses. ▪ Level 3: Behavior – Leadership training programs were selected for pre- and post-training behavioral evaluations.
● Tracking and Review Mechanism	▪ Quarterly tracking of hiring and turnover rates, with corresponding data analysis reports discussed in internal meetings.
● Stakeholder Engagement	▪ Internal: Employees can provide feedback through multiple communication channels (e.g., Coffee Q&A sessions, onboarding discussion forums). ▪ External: Leverage diverse recruitment platforms (104 Job Bank, LinkedIn), organize campus recruitment events, and strengthen employer branding to attract outstanding talent.

Information Security

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Policy / Commitment

AP Memory has established information security policies and procedures to safeguard the security of data related to the Company, customers, and suppliers. These include ensuring that relevant personnel receive necessary training, conducting regular risk assessments and vulnerability management, and establishing effective monitoring and reporting mechanisms to identify and address information security risks promptly.

AP Memory prioritizes the security and reliability of its data and information infrastructure while also considering environmental, social, and governance (ESG) factors to protect the interests of the Company and its stakeholders.

● Responsibility	▪ Sustainability Committee ▪ Information Security Governance Committee ▪ Information Management Department
● 2025 Targets	▪ Core system availability reached 99%. ▪ Less than two cyberattacks (social attacks or virus intrusions) per year. ▪ Less than one data leak per year through unauthorized or irregular channels. ▪ Personal mobile device management.
● 2025 Action Plan	▪ Organize regular social engineering drills and security awareness campaigns to enhance employee awareness. ▪ Perform regular network penetration testing, vulnerability scans and patches, disaster recovery drills, and endpoint risk alert monitoring.
● 2025 Annual Results	▪ Conducted two company-wide information security training sessions. ▪ Conducted two social engineering drills. ▪ Completed annual penetration testing, vulnerability scanning and patching, and disaster recovery drill plans, and continued to strengthen information security and disaster drills. ▪ Implemented mobile device management to isolate public and private information, reducing the risk of accidental data leaks. ▪ Core system availability reached 99%. ▪ No cyberattacks recorded throughout the year. ▪ No unauthorized or abnormal data leaks throughout the year. ▪ Completed personal mobile device management.
● Tracking and Review Mechanism	▪ Quarterly reporting of information security management data and implementation status of information security plans to the Information Security Governance Committee.
● Stakeholder Engagement	▪ Internal: Regular employee awareness campaigns and social engineering drills to assess information security awareness. ▪ External: Understand customer requirements through customer-conducted supplier information security audits; assess supplier security risk status via third-party information security risk management platforms and encourage improvements where necessary.

3

Governance - Upholding Business Ethics

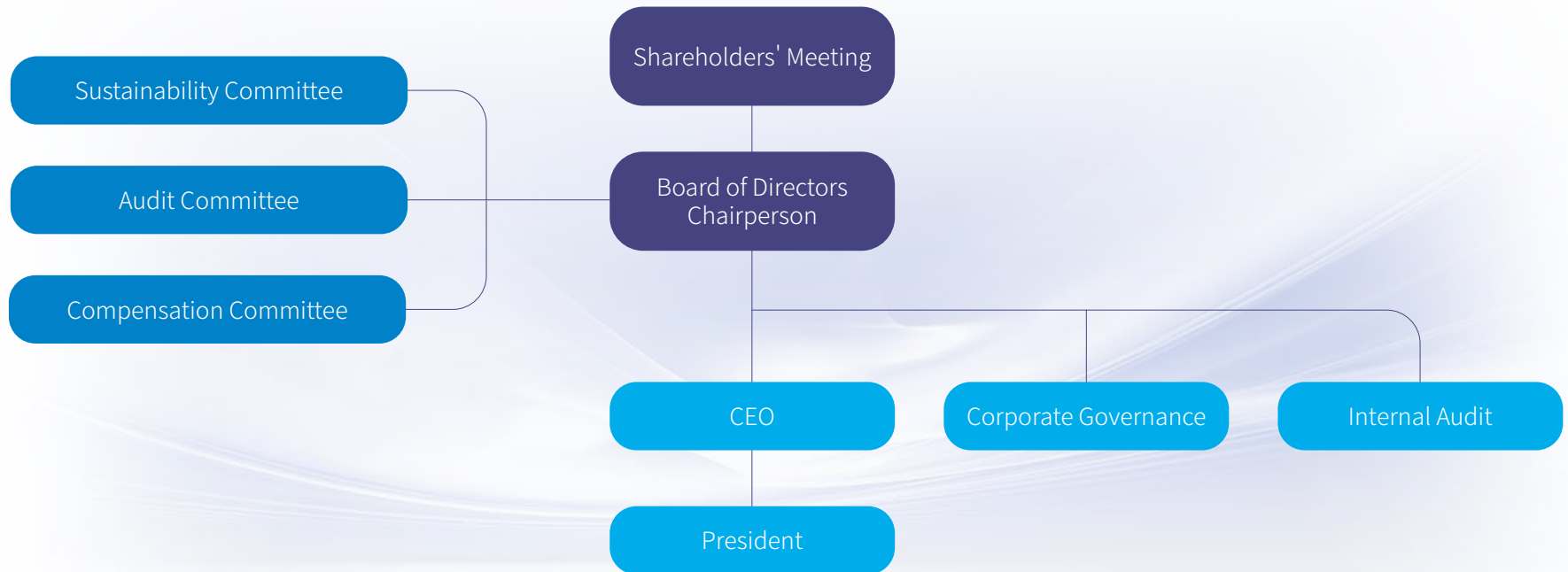
- 3-1 Corporate Governance
- 3-2 Tax Governance
- 3-3 Ethical Corporate Management
- 3-4 Risk Management
- 3-5 Information Security Management



3-1 Corporate Governance

Board Composition and Operations

AP Memory regards an effective Board of Directors as the cornerstone of excellent governance. The Board serves as the Company's highest governing body. It is supported by three functional committees, the Audit Committee, the Compensation Committee, and the Sustainability Committee, which assist the Board in fulfilling its oversight and guidance responsibilities. Each committee supports the Board of Directors in fulfilling its governance responsibilities within its respective scope of authority, thereby strengthening operational transparency, ensuring the effective execution of Board resolutions, and safeguarding the interests of our stakeholders. AP Memory's official website includes a "Corporate Governance" section, providing information such as the governance structure, operations of the Board and functional committees, professional qualifications and experience of directors, and important company regulations, allowing stakeholders to understand the functioning of the Board.



▪ Sustainability Governance Proposals Presented to the Board in 2025

27 February, 2025

Report

ESG Implementation Report

30 July, 2025

Discussion

2024 ESG Report

Discussion

Added the "Sustainability Information Management Guidelines"



Nomination and Election of Directors

AP Memory has established the "Procedures for the Election of Directors" to ensure that the nomination and election of directors are conducted in a fair and impartial manner, while encouraging shareholder participation in the process. The procedures are implemented in accordance with the Company Act and other applicable laws and regulations. Directors are elected through a candidate nomination system. The Board of Directors comprises eight members, including four ordinary directors and four independent directors, with independent directors representing 50% of the Board.

The selection criteria for directors shall consider diversity, covering fundamental factors and values (such as gender, age, nationality, and culture), as well as professional knowledge and skills. Please refer to the "Investor Section - Corporate Governance - Board of Directors" section on the Company's official website for more information on the main academic experience and core professional abilities of directors. Two female directors serve on AP Memory's current Board of Directors, representing 25% of the Board. All directors possess professional backgrounds in both industry and academia, with expertise in business management, leadership and decision-making, industry knowledge, academic research, and finance.

Title	Name	Gender	Age Group	Employee Status	Independent Director Term	Diverse Core Project Competencies							
						Operational Judgment	Accounting and Financial Analysis	Business Management	Crisis Management	Industry Knowledge	International Market Perspective	Leadership	Decision-making Capability
Chairperson	Chen, Wen-Liang	Male	A	●		●	●	●	●	●	●	●	●
Director	Hung, Chih-Hsun	Male	A	●		●		●	●	●	●	●	●
Director	Yeh, Jui-Pin ¹	Male	A			●		●	●	●	●	●	●
Director	Hsieh, Ming-Lin ²	Male	A			●	●	●	●	●	●	●	●
Independent Director	Wang, Hsuan	Female	B		2	●	●		●		●	●	●
Independent Director	Sun, Elizabeth	Female	A		2	●	●	●	●	●	●	●	●
Independent Director	Liu, Frank	Male	A		2	●		●	●	●	●	●	●
Independent Director	Chen, Ken	Male	A		1	●		●	●	●	●	●	●

Note 1: Representative of Yamaichi Holdings Co., Ltd.
Note 2: Representative of Li Shun Investment Co., Ltd.

Note 3: A indicates age above 51; B indicates age between 31 and 50.
Note 4: Term of the 5th Board of Directors: May 29, 2023 to May 28, 2026.

Functional Committees

Name	Responsibilities	Operations
Audit Committee	Assist the Board of Directors in fulfilling its supervisory responsibilities regarding the quality and integrity of the Company's accounting, auditing, financial reporting processes, and internal controls.	The committee convened six meetings in 2025.
Compensation Committee	Assists the Board in fulfilling its responsibilities related to remuneration and benefits policies, plans, and programs, and in evaluating compensation for directors and managers.	The committee convened four meetings in 2025.
Sustainability Committee	The highest-ranking managing body for promoting sustainable development, responsible for setting policy targets, reviewing sustainability reports, and reporting implementation results to the Board of Directors at least once a year.	The committee convened two meetings in 2025.

Note: For more detailed information, please refer to the disclosures in the "Corporate Governance Implementation" section of the AP Memory Annual Report.

Sustainability Committee Governance and Operations

To implement sustainable operations and corporate social responsibility, AP Memory Technology Corporation officially established the Sustainability Committee on January 1, 2025. The committee serves as the highest managing body for sustainability-related issues. The committee comprises three members appointed by the Board of Directors and is chaired by Mr. Hung, Chih-Hsun, a current Director and the President. The committee is responsible for overseeing and monitoring the effective implementation and execution of the Company's sustainability objectives and initiatives, and reports on the progress of the sustainability plan to the Board of Directors at least once a year.

The Corporate Governance Department serves as the executive secretariat and is the main unit responsible for promoting sustainability. It is tasked with integrating the goals and implementation outcomes of each unit, analyzing domestic and international sustainability trends, formulating strategies to address sustainability issues, and guiding task forces in setting appropriate goals, revising relevant regulations, and driving related sustainability initiatives.

The term of office of the current committee is from January 1, 2025, to May 28, 2026. The Sustainability Committee convened two meetings in 2025. The professional qualifications, experience, and operating status of the Sustainability Committee are as follows:

Title	Name	Sustainability Expertise and Capabilities	Actual Attendance	Number of Non-attendance or Proxy Attendance	Actual Attendance Rate
Convener (Director)	Hung, Chih-Hsun	A current Director and the President, represents the highest level of management oversight for sustainability governance. As a manager, he drives the effective implementation of sustainability management while fostering cross-functional alignment for advancing our sustainability initiatives.	2	0	100%
Member	Lin, Chih-Tsung	Currently heads the Production Operations Unit and possesses extensive knowledge of ESG matters relating to product manufacturing and processing, enabling us to better meet the expectations of customers and other stakeholders.	1	1	50%
Member	Chen, Chun-Hao	Currently heads the Quality Assurance Unit and possesses extensive knowledge of domestic and international regulations governing product manufacturing and environmental protection. He closely monitors emerging global trends to strengthen regulatory compliance.	2	0	100%

▪ Date of Corporate Sustainability Committee Meeting / Proposal Content

February 20, 2025 1st meeting of the 1st term

- Formulated the AP Memory Sustainable Development Declaration.
- Set the 2025 sustainability goals to serve as the guidelines for implementing various sustainable management actions.
- Established the "Sustainability Report Preparation and Assurance Operating Procedures" and the "Greenhouse Gas Inventory Operation Management Procedures" to ensure clear internal compliance and strengthen the systematic operation of sustainability information management and greenhouse gas inventory.

July 7, 2025 2nd meeting of the 1st term

- Reviewed the contents of the 2024 Sustainability Report.
- Established the "Sustainability Information Management Guidelines".
- Changed the 2025 sustainability goals.

Note: The discussions and resolutions from the two meetings were reviewed and approved by the Chairman and the remaining committee members in attendance.

Key Issue Communication

In addition to regular meetings, AP Memory's management periodically provides key company reports and information to the Board of Directors:

- Operations Management Team: Quarterly business operation reports.
- Finance Center: Quarterly financial and operating capital reports.
- Internal audit supervisor: Reports on the execution of internal audit operations every quarter, and meets independently with the Audit Committee once each year.
- Corporate Governance Officer: ESG implementation status, GHG inventory updates, and periodic regulatory briefings.

Professional Development of the Board

To enhance the professional competencies of its board members, AP Memory Technology Corporation arranges continuing education courses for each director every year. In 2025, the total training hours for all directors reached 54 hours, with an average of 6.75 hours per director. The training covered a variety of ESG-related topics, including economic trends, corporate governance, and legal compliance. For detailed information on board training in 2025, please refer to the chapter "Corporate Governance Practices and Differences from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies" in the AP Memory Annual Report.

Board Performance Evaluation

To implement sound corporate governance and strengthen the functions of the Board of Directors, AP Memory has established its "Board Performance Evaluation Policy" in accordance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies. The Board and its functional committees are required to conduct annual evaluations following the procedures and criteria outlined in the policy.

Furthermore, an external evaluation by an independent professional institution or team of experts must be conducted at least once every three years, with results submitted to the Board by the end of the first quarter of the following year. The most recent external performance evaluation was conducted in 2024 and was commissioned by the Taiwan Institute of Ethical Business (TIEB). Please refer to the 2024 Sustainability Report - Governance section for the evaluation results. The 2025 performance evaluation of the Board of Directors and its functional committees was carried out through member self-assessments. The results were finalized in mid-February 2026 and submitted to the Board of Directors on February 26, 2026. The evaluation content covers awareness of the duties of the Board of Directors and functional committees, understanding of the responsibilities of directors and committee members, composition and structure of the Board and committees, election processes and ongoing education, enhancement of decision-making quality, participation in company operations, management communication, understanding of company targets, and internal controls. For the evaluation content and results, please refer to the 2026 Annual Report issued by the Shareholders' Meeting and the Company website.

Executive Compensation Management

The compensation of managers at AP Memory Technology Corporation is determined based on company performance, individual performance—including overall operations management, financial results, and achievement of sustainability goals—and personal contributions, while also taking future corporate risks into consideration. After review and assessment of the overall compensation structure by the Compensation Committee, the compensation for the President and CEO is submitted to the Board of Directors for approval. The Company continuously reviews its compensation policies, standards, and structures in accordance with operational performance and applicable regulations to ensure a balance between sustainable operations and risk control.

- In 2025, the total annual compensation of the highest-paid individual was **4.8** times the median total compensation of all employees.
- The ratio of the highest-paid individual's compensation growth to the median employee compensation growth was **0.89** times.

Note 1: To avoid data distortion caused by employees who did not receive a full year of salary (e.g., those who joined in 2024 or left in 2025), compensation growth percentage was calculated based on employees who were continuously employed at the Taiwan headquarters during both 2024 and 2025.

Note 2: The above compensation figures include base monthly salary, fixed bonuses, and variable performance bonuses.



Internal Audit

The Internal Audit unit of AP Memory Technology Corporation is an independent unit reporting directly to the Board of Directors, staffed with two full-time auditors. Upholding independence, professionalism, and objectivity, the unit executes internal audit procedures and regularly reports audit outcomes to the Audit Committee to ensure smooth communication with Independent Directors.

Organizational Objective: To assist the Board of Directors and management in examining and reviewing the effectiveness of internal controls, reasonably ensuring the achievement of the three major objectives of internal control: operational efficiency, reliable reporting, and regulatory compliance.

Execution Framework: Annual audit and project-specific audit plans are developed based on relevant laws and regulations, risk assessments, and business needs. Audits are conducted accordingly, with timely recommendations and consulting provided, along with ongoing follow-ups on corrective actions. The unit also participates in the Company's annual self-assessment of the internal control system to ensure its ongoing effectiveness and serves as a basis for internal control revisions.

Communication Between Independent Directors, Internal Audit Supervisor, and Accountants:

- On October 22, 2025, Independent Directors met with the internal audit supervisor to review audit findings, the status of corrective actions, and to discuss the following year's audit plan and operations based on risk assessments. They also recommended further enhancing system-enabled support to strengthen the effectiveness of preventive and detective controls.
- On the same day, Independent Directors met with the external auditor to discuss key audit matters and consulted on the Audit Quality Indicators (AQI) report to confirm the auditor's qualifications and independence.

Integration of Sustainability Information into Corporate Internal Controls:

- **Organizational Structure and Risk Management:** The Board of Directors established the Sustainability Committee to assist the Board in promoting corporate sustainability. Based on stakeholder concerns and risk assessment results, the committee formulates sustainability policies and sets phased targets. Ongoing supervision is conducted to revise or adjust the policy content as needed.
- **Control Activities:** Already covering sustainable supply chain management, product management, and human rights policies. Relevant operating rules will be formulated as needed.
- **Internal and External Communication:** A formal procedure has been developed for the preparation and assurance of the Sustainability Report, which defines the report's scope, principles, timeline, content review, assurance, and publication

process to support comprehensive sustainability information management.

- **Supervision Activities:** On October 31, 2025, the Audit Unit completed its first audit of sustainability information management in accordance with the annual audit plan. The audit identified that certain data disclosed in the 2024 Sustainability Report were inconsistent with their source information or incomplete, primarily due to manual data entry errors, calculation errors, and failures to update information. After evaluation, these issues were found not to significantly affect the usability or accuracy of the Sustainability Report. The responsible unit has created corrective action plans to improve data preparation, processing, and review procedures, thereby increasing the quality and reliability of sustainability disclosures.

Internal Audit Professional Competency:

- In 2025, the Internal Audit Team completed 12 hours of professional development training per person, in compliance with legal requirements. The training focused on operational and regulatory areas, including operational cycles, information governance, and sustainability-related issues.

Conflict of Interest Avoidance

In accordance with the "Procedures for Ethical Management and Guidelines for Conduct", AP Memory Technology Corporation requires its directors to adhere strictly to conflict-of-interest avoidance. To prevent or mitigate potential conflicts, any director who has an interest in matters discussed at Board meetings—whether personally or as a representative of a legal entity—must refrain from participating in the discussion or voting if such involvement could harm the Company's interests. For detailed execution results regarding conflict-of-interest avoidance, please refer to the section "Corporate Governance Implementation" in the Company's Annual Report.

Compliance with Laws and Regulations

AP Memory ensures regulatory compliance through a well-structured governance organization and the implementation of an internal control mechanism. For example, the Company exercises diligence in contract reviews to ensure all applicable regulatory clauses are incorporated into official documents. Each unit is also responsible for monitoring changes in domestic and international environmental, economic, and social laws and regulations. From 2024 to 2025, there were no incidents of non-compliance related to environmental, economic, social, or human rights matters.

Personal Data Protection

The Company values the protection of personal data, including that of directors, supervisors, managers, employees, external consultants, customers, and suppliers. To ensure compliance with the Personal Data Protection Act and protect the rights of involved parties, the Company thoroughly updated the "Personal Data Protection Management Regulations" in 2023 and added a flowchart for handling personal data

requests to clarify and simplify related procedures. The Legal Department is responsible for making sure that data collection, processing, and use are properly managed and protected. The Company continues to promote the concepts of personal data protection, including:

- We created posters to promote personal information protection and displayed them on all employees' computer screensavers and in electronic media in the Company's public areas. Employee reach was 100%.
- All new employees must sign the "Statement of Consent to Provide Personal Information" as the foundation for the Company's collection of personal data. It also helps employees understand how the Company will use their information and how they can exercise their rights.
- To reduce carbon emissions and improve efficiency and transparency, all employee requests regarding their personal data have been handled through an online application system since April 2024. In 2025, 37 cases were processed.
- For suppliers that handle substantial volumes of employees' personal data, such as healthcare institutions conducting health checks, travel agencies, and HR system providers, the Company incorporated explicit personal data management clauses into contracts to ensure proper handling and safeguarding of data.
- To strengthen employees' practical understanding of personal data protection, we offer the online course "Personal Data Protection: Practical Applications", which is available to all employees through our online learning platform.

▪ 2025 Personal Data Protection Performance Review

- ⇒ Complaints from data subjects: Zero cases.
- ⇒ Incidents requiring notification to competent authorities: Zero cases.
- ⇒ Other legal cases (including administrative penalties or litigation): Zero cases.

3-2 Tax Governance

In response to global tax governance trends, AP Memory Technology Corporation complies with all applicable tax laws and regulations. The highest decision-making body for tax governance is the Finance Center, while the Financial Management Unit is responsible for tax administration. This unit regularly reports tax management status to senior executives to ensure the effective operation of the tax governance mechanism. Based on operational needs, the Company also engages or consults with external professional advisors to ensure accurate compliance with tax regulations and filing obligations. In 2025, income tax expense was NT\$280 million, accounting for 4.9% of annual revenue, a significant decrease from the previous year. This decline was primarily due to the unusually high tax expense recognized in 2024, which included additional tax payments arising from the final tax assessment for fiscal year 2022 related to the liquidation losses of an investee company and a reduction in available investment deductions. As we resumed regular tax payments, income tax expense returned to normal levels in 2025. AP Memory has established open communication channels with the tax authorities to regularly verify the accuracy of tax declarations and consult external professional advisors as needed to ensure compliance with the latest regulatory requirements.

Governance Principles

- Comply with tax laws and regulations in all operating jurisdictions.
- Conduct related party transactions based on the arm's length principle in accordance with internationally recognized transfer pricing guidelines published by the Organization for Economic Co-operation and Development (OECD).
- Ensure transparency in financial reporting, with tax disclosures handled in accordance with relevant rules and standards.
- Maintain open and effective communication with tax authorities.
- Consider tax implications in all major business decisions.
- Do not utilize tax havens or engage in tax planning for the purpose of tax avoidance.

▪ Tax Payment Information

Unit: NTD in thousands

Income Tax-related Information	2022	2023	2024	2025
Profit before tax (A)	2,449,283	1,618,981	2,032,875	1,518,442
Income tax expense (B)	507,587	174,011	454,643	278,556
Book effective tax rate (B) ÷ (A)	20.72%	10.75%	22.36%	18.35%
Income tax paid (D)	580,588	226,688	395,695	281,628
Cash effective tax rate (D) ÷ (A)	23.70%	14.00%	19.46%	18.55%

Note: AP Memory discloses corporate income tax payments only for entities legally required to pay them. Currently, only AP Memory Taiwan is subject to income tax. Other entities either have deductible items or carryforward losses and therefore are not required to pay taxes, and are not included in the disclosure.

3-3 Ethical Corporate Management

We uphold fairness, integrity, honesty, and transparency as the fundamental principles governing our business operations. We are committed to proactively preventing bribery, corruption, fraud, intellectual property infringement, insider trading, the offering or acceptance of improper benefits, illegal activities, and breaches of fiduciary duty. The "Ethical Corporate Management Best Practice Principles," "Procedures for Ethical Management and Guidelines for Conduct", and "Corporate Governance Best Practice Principles" were approved by the Board of Directors, and are continuously updated in accordance with applicable regulations and the Company's operational practices. Currently, the Corporate Governance Department functions as the management unit for ethical corporate governance. It is responsible for providing ongoing education and training, and for reporting the ethical governance policy, plans to prevent dishonesty, and implementation status to the Board of Directors at least once a year. The implementation status for 2025 was presented to the Board of Directors on December 26, 2025.

Education and Training on Ethical Corporate Management

All documents related to ethical corporate management are published on the Company's internal website for easy employee access and understanding of behavioral standards. To reinforce the "Ethical Corporate Management Best Practice Principles," "Procedures for Ethical Management and Guidelines for Conduct," and "Corporate Governance Best Practice Principles," AP Memory conducts awareness initiatives and training programs on ethical corporate management.

Whistleblowing and Complaints

In accordance with the "Procedures for Ethical Management and Guidelines for Conduct", the Board of Directors has appointed the Corporate Governance Department as the dedicated unit responsible for supervising the implementation of ethical corporate management and responsible business conduct within the organization. The Company has established internal and external complaint channels, and all reports are verified, investigated, and handled in accordance with confidential procedures. In 2025, no complaints or whistleblower cases related to violations of ethical corporate management were reported, and no corruption cases were confirmed by active investigation.

Political Contributions

Due to political neutrality, AP Memory does not make political donations.

Grievance/Whistleblowing Mechanisms

Internal Communication Channel

- We regularly train and inform all employees about the "Ethical Corporate Management Best Practice Principles" and the "Procedures for Ethical Management and Guidelines for Conduct".
- The 2025 training course was conducted in November 2025. Besides emphasizing that employees must maintain integrity in their speech and avoid harming the Company's rights and interests for personal gain, internal communication channels and grievance-handling procedures were promoted to encourage employees to report illegal activities immediately. The total duration of this course was approximately 15 minutes, with 231 participants. All employees completed and passed the post-session test to ensure they fully understood and adhered to the Company's ethical corporate management regulations.

External Communication Channel

- A dedicated section for Ethical Corporate Management has been set up on the Company's website to declare AP Memory's zero-tolerance stance against corruption and all forms of fraudulent behavior to stakeholders. If an employee or any related party acting on behalf of the Company is found to have engaged in suspicious behavior or may have violated the Code of Ethical Conduct, the whistleblowing mailbox above can be used to report the incident.
- For external grievances, the Chairperson appoints a senior executive to be responsible for receiving and managing reports submitted through the whistleblowing mailbox. The handling process and outcome of every reported case are reported directly to the Chairperson and the Board of Directors.
- Grievance/Whistleblowing mailbox: whistleblower@apmemory.com

Violations of Codes of Ethical Conduct	Reported Cases / Confirmed Cases in 2025
Corruption or Bribery	0
Discrimination or Harassment	0
Customer Privacy	0
Conflicts of Interest	0
Money Laundering or Insider Trading	0

3-4 Risk Management

Risk Management Policy

AP Memory has established the "Risk Management Policy" as the highest-level guiding framework for risk management. The policy is revised regularly on a rolling basis. It encompasses various risks encountered during business and operational activities, including strategic, operational, financial, and other risks. The Audit Committee oversees the execution of risk management, while the Central Management Committee (CMC) is responsible for reviewing the implementation status to ensure that each functional unit effectively carries out risk management and relevant control procedures in accordance with the policy.



Risk Management Mechanism

Each year, cross-functional teams identify, analyze, and assess risks. The results help determine the priority of risk control and response measures, which are submitted to the CMC for review. The Audit Committee then supervises and implements these measures and reports to the Board of Directors.

Monitoring Risk Trends

AP Memory regularly assesses all potential risks that may impact business operations, covering areas such as strategic, operational, financial, hazardous events, and emerging risks.

Risk Identification Process

The Corporate Governance Department conducts interviews with unit heads to identify potential risks. The compiled findings are submitted to the CMC, which formulates response strategies. The Audit Committee supervises the process, and the outcomes are reported to the Board.

Using a corporate risk analysis matrix, the Company assesses the frequency and severity of each risk event's impact on operations. Risk levels and priorities for control are then defined, with corresponding management strategies applied according to each level.

Risk Identification Results and Response

The 2025 risk identification results showed that one high-risk item is supply chain risk. The results were shared at different management meetings, and the relevant units are responsible for carrying out the responses.

Risk Category	Risk Factor	Identified Risk Assessment	Response Measures
Operational Risk	Supply Chain Risk	Single Supplier	- Maintain strong collaboration with existing suppliers to secure production capacity and improve wafer supply and lead time stability. - The second supply source project has been launched to facilitate risk diversification.

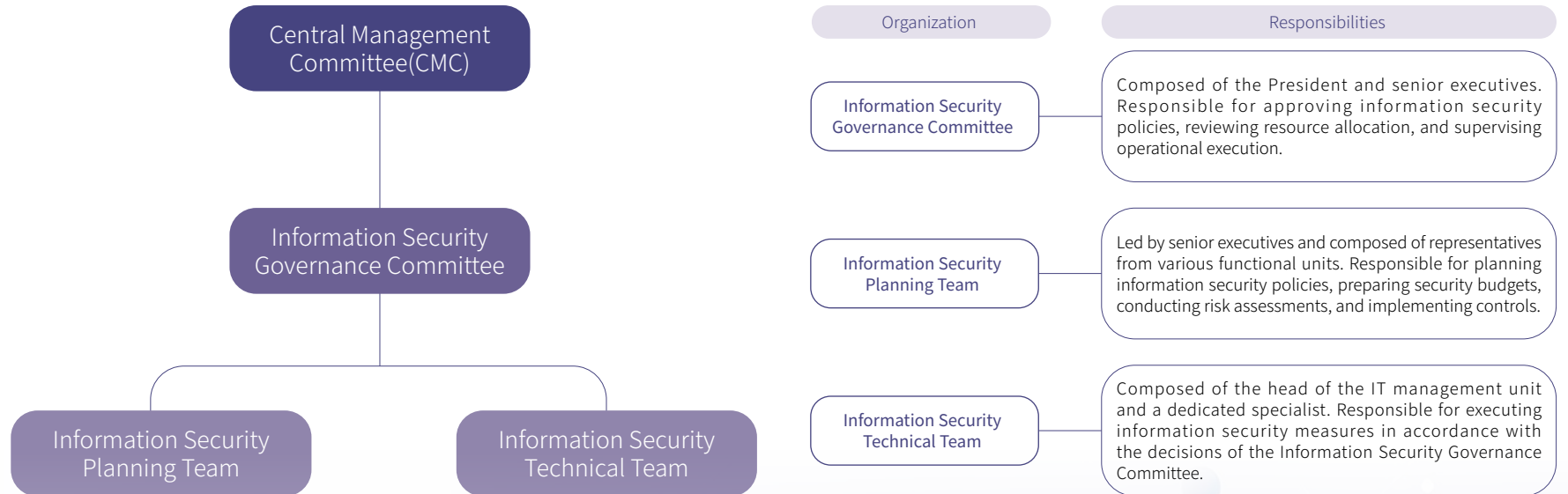
Business Continuity Management (BCM)

To enhance the Company's sustainability and operational resilience, AP Memory implements a Business Continuity Plan (BCP) in response to various environmental impacts. A disaster recovery (DR) drill was conducted in 2025 to ensure that, in the event of an operational disruption, key business functions could be restored in an organized and timely manner, minimizing unforeseen impacts. This also ensures that customer operations remain unaffected during crises. Post-incident reviews are conducted to prevent recurrence and safeguard customer interests.

3-5 Information Security Management

Information Security Governance Framework

AP Memory's Information Security Governance Committee is responsible for overseeing the Company's information security management. The Committee is supported by the Information Security Planning Team and the Information Security Technology Team, with clearly defined roles and responsibilities. The committee convenes regular quarterly meetings to monitor the progress of information security initiatives and ensure the effective implementation of related programs.



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Information Security Management Framework and System

We have integrated information security controls into our daily operations, aligning with the FSC's "Information and Communication Security Control Guidelines for TWSE/TPEX Listed Companies" and referencing the five core functions of the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF)—Identify, Protect, Detect, Respond, and Recover. Based on this governance framework, we have established a comprehensive set of information security management policies, covering "information and communications management", "core business continuity management", "information security incident reporting and response management", and "information security outsourcing security management", to ensure the security of our information and communications environment.

AP Memory has established the "Information Security Incident Reporting and Response Management Policy", which defines the procedures for incident reporting, response, record retention and management, and information security drills. In the event of an information security incident, we follow these procedures to ensure prompt reporting and timely response. Furthermore, to stay informed of the latest international information security developments and cyber threat intelligence, we joined the Taiwan Computer Emergency Response Team/Coordination Center (TWCERT/CC), further enhancing our information security defense capabilities and incident response preparedness.



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Information Security Protection Measures

In 2025, AP Memory continued to strengthen cross-site network security, endpoint management system control, network tracking management, and data transfer management, and improve the data leakage protection mechanism. Given the highly sensitive nature of data in the semiconductor industry and the Company's remote working model, under which employees rely on cloud-based and networked tools for daily operations, AP Memory has strengthened the "information security controls". The various protective measures are as follows:

Item	Description
Network Infrastructure Protection	- Regular review of firewall policies, firmware updates, and configuration backups to ensure secure network transmission. - All services, except for the corporate website, are operated on an internal network. - External FTP servers are controlled via a firewall whitelist.
Endpoint Protection	The Company's servers and endpoint devices are equipped with advanced endpoint defense systems (EDR/MDR). Unlike traditional antivirus software, these solutions detect potential cyber threats by analyzing attack behaviors and patterns. In addition, a centralized security operations team provides 24/7 monitoring and real-time alerting, significantly reducing the risk of endpoint intrusions.
USB Device Control	Usage of peripheral devices on company PCs is controlled via system management, enhancing information security and preventing unauthorized data leakage.
Account Management	- Two-factor authentication (2FA) is implemented for system login accounts, alongside enforced password change policies and complexity requirements. - Remote work access is limited to company-issued devices using a VPN with 2FA.
Privileged Account Management	All systems have individual admin accounts to prevent compromise or misuse of shared privileged accounts.
Third-Party Information Security Management Platforms	- Internal: Information security risk analysis is conducted using a security rating platform that monitors external threats through big data analysis. Improvements are made based on results across 15 evaluation dimensions, with an average score exceeding 90 throughout the year. - External: Security testing is conducted using systems certified by the Open Web Application Security Project (OWASP), and corrective measures are implemented based on the findings.
Supplier Information Security Management	- Physical operation and maintenance: If the supplier provides physical operation and maintenance, IT personnel will accompany and monitor the supplier's personnel throughout the process. - Remote operation and maintenance: Full-time online monitoring is performed by IT personnel.
Hardware Security Mechanisms	- Uninterruptible Power Supply (UPS) for server rooms: Uninterruptible Power Supply (UPS) systems in server rooms provide 1.5 hours of backup power and trigger automatic shutdown procedures during outages. - All physical servers have been virtualized, and critical data is backed up offsite.
Security Testing / Drills	- Annual penetration testing and vulnerability scanning. - Social engineering drills twice per year.
Training and Education	Annual information security training is provided to enhance all employees' awareness and implementation of information security practices.

2025 Implementation Results

In 2025, our information security management efforts focused on optimizing the operational architecture and strengthening foundational security controls. We systematically implemented a three-stage cybersecurity management framework covering pre-incident activities (prevention, monitoring, and management), incident response (notification and response), and post-incident activities (follow-up and audit). Under the oversight of the Information Security Governance Committee, five key cybersecurity initiatives were successfully carried out: virtualization of single-point-of-failure servers, mobile device management, information asset inventory, risk assessment, and risk mitigation. These initiatives further enhanced our information security resilience.

Information Security Management Performance	Description									
100% Training and Education	Two information security training sessions were held. Each session was recorded, with 100% of participants completing the training.									
1 time Penetration Testing	One penetration test was conducted to simulate cyberattacks against the Company's externally facing services. The assessment identified and fixed potential external vulnerabilities.									
1 time Vulnerability Scanning	One vulnerability scan was performed, followed by a remediation plan based on the scan results.									
2 time Social Engineering Drills	- Social engineering drills were conducted periodically. Each scenario was based on real-world social engineering cases. - The error rate and error input rate in 2025 are as follows:									
	<table> <thead> <tr> <th>Number of drills</th><th>Error rate</th><th>Error input rate</th></tr> </thead> <tbody> <tr> <td>First</td><td>4.6%</td><td>1%</td></tr> <tr> <td>Second</td><td>1.6%</td><td>0%</td></tr> </tbody> </table>	Number of drills	Error rate	Error input rate	First	4.6%	1%	Second	1.6%	0%
Number of drills	Error rate	Error input rate								
First	4.6%	1%								
Second	1.6%	0%								
1 time Internal Audit	Conducted by the Internal Audit Unit.									
1 time BCP	One disaster recovery drill was conducted for critical systems to ensure continuous business operations.									



Information Security Process Enhancement

We continue to strengthen our understanding of the processes for exchanging confidential information between us and external customers and suppliers, identifying information security vulnerabilities, and proposing timely improvements aligned with our information security management framework. Following approval by the Information Security Governance Committee, we initiated the development of related systems and security controls, while enhancing and optimizing our information security processes. In July 2025, we officially launched the IP Release Flow system, effectively standardizing the confidential information exchange process and reducing the risk of human error. As of the end of 2025, a total of 57 IP Release forms have been submitted and processed.

4

Development - Leading Product Innovation

- 4-1 Innovation Management
- 4-2 Intellectual Property Management
- 4-3 Product Lifecycle Management



4-1 Innovation Management

Innovation Management Mechanisms

Customize products and solutions with flexibility to enhance product competitiveness, integrate and develop semiconductor technologies, create optimal solutions, and achieve win-win outcomes with customers.

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Deliver memory solutions tailored to customer applications

Memory develops innovative products based on diverse customer requirements, including memory density, applicable interfaces, transmission speeds, and packaging types.

Develop differentiated memory specifications

The Company actively allocates resources to explore new applications for existing products, aiming to differentiate memory specifications, capture emerging market opportunities, and pursue excellence in comprehensive chip design and execution capabilities. The goal is to become a world-leading memory solution provider.

AP Memory encourages employees to innovate and develop leading technologies. Through both internal and external collaboration, the Company enhances technical innovation, cultivates professional talent, and develops high-end, first-in-the-world technologies to continuously provide customers with customized and competitive sustainable products.

Innovation Management Strategy		Description			
Enhancement of Intellectual Property and Patent Management	▪ The patent office recruited talent from well-known wafer manufacturers and appointed an experienced U.S. patent attorney with expertise in patent applications and litigation as a technical advisor to provide strategic guidance on patent portfolios. ▪ Engaged external professional firms to implement electronic management of patent maintenance. In 2025, we further strengthened the management of external firms by assigning patent applications to firms based on the relevant technology fields and each firm’s areas of expertise, thereby optimizing the delegation of patent matters and enhancing the quality of our patent portfolio. ▪ Confidential information control: Beyond patent-pending inventions, we hold proprietary core technologies as well as technical and commercial information essential to daily operations. These are protected as confidential information and managed according to their classification levels through corresponding labeling, segregated storage, and access controls. ▪ Technical data distribution platform management: We established digital platforms for the distribution of product specifications and technical data in 2024 and 2025, respectively. These platforms serve as review and control mechanisms for the delivery of confidential technical information to external parties.				
	Optimization of the Patent Proposal Process				
R&D Investment	▪ We have established a comprehensive patent management system encompassing patent proposal, internal review, and incentives. These mechanisms encourage employees across all business units to continuously pursue innovation while progressively building the Company’s patent portfolio. In recent years, the process of optimizing patent proposals internally has achieved notable results. Along with a substantial increase in patent applications and certifications over the past two years, the number of patents secured in 2025 reached a new high of 21, bringing the total to 54.				
	▪ R&D expenses continued to rise, with investment reaching NT\$880 million in 2025, nearly NT\$100 million or 13% more than the previous year.				
	Related Information	2022	2023	2024	2025
	R&D Expenditures (Unit: NT\$ thousand)	462,066	583,627	780,593	879,117
	% to Revenue	9%	14%	19%	16%

Product Sustainability Responsibility

From the product development stage, we incorporate sustainability considerations throughout the product life cycle. We strive to use fewer materials, reduce memory footprint, lower operating power consumption, and minimize energy use and carbon emissions during manufacturing. Guided by the principles of sustainable design, we continuously improve our selection of raw materials, manufacturing processes, supplier management, and product use phase to create lasting value for the environment and society.

Product Category	Environmentally Sustainable Products			Socially Sustainable Products												
	Optimized Structural Design	High Efficiency (Power consumption) / High Performance (Bandwidth) Products	Low Power Consumption Products ¹	Applications and Benefits												
IoTRAM™	▪ Reduced memory pin count ▪ Smaller memory package size: Reduced product size by more than 45% compared to the previous generation.	▪ In 2025, the validation of Wide I/O and high-speed, low-power PSRAM was completed. Compared with the previous-generation IoT RAM product of the same capacity, the new product achieved a performance improvement of more than 200%.	▪ WLCSP packaging	▪ Accelerating IoT and data processing: Such as device interconnectivity and data analytics to enable smart automation, transform lifestyles and production models, and promote economic and social development.												
VHM™	▪ Multi-layer stacking technology ▪ Capability to stack eight DRAM wafers on one logic wafer ▪ 3D stacking increases area utilization and reduces packaging costs.	▪ Featuring low power consumption, high performance, and high speeds, the 2025 product specifications achieved the following power consumption and bandwidth levels in a single die: <table><tr><th>Comparison Item</th><th>Power consumption</th><th>Bandwidth</th></tr><tr><td>HBM4</td><td>10x lower</td><td>10x higher</td></tr><tr><td>HBM3E</td><td>16x lower</td><td>16x higher</td></tr><tr><td>HBM3</td><td>20x lower</td><td>24x higher</td></tr></table>	Comparison Item	Power consumption	Bandwidth	HBM4	10x lower	10x higher	HBM3E	16x lower	16x higher	HBM3	20x lower	24x higher	▪ 2.5D packaging ▪ 3D packaging	▪ Accelerating AI and high-performance computing: Such as large language model computation to enhance productivity, innovation, and technology advancement.
Comparison Item	Power consumption	Bandwidth														
HBM4	10x lower	10x higher														
HBM3E	16x lower	16x higher														
HBM3	20x lower	24x higher														
S-SiCap™	▪ 50% increase in area utilization rate	▪ Launched the 4th generation silicon capacitor: Capacitance of 3,800 nF/mm², which can be embedded in substrates or placed on the landside of the substrate. ▪ Interposer with embedded silicon capacitor in 2025: Capacitance increased to 2,100 nF/mm², representing a 75% improvement over the previous year. The maximum chip size was expanded to up to four times the reticle size.	▪ 2.5D packaging	▪ Accelerating miniaturization and energy-efficient development of electronic components: Allows components to improve performance, reduce volume, and become more lightweight.												

Note: Advanced packaging technologies, including WLCSP, 2.5D, and 3D packaging, shorten signal transmission paths between chips compared with conventional packaging, reducing parasitic capacitance and resistance, and lowering dynamic power consumption. AP Memory's IC products adopt the packaging technologies described above, helping reduce overall system energy consumption in end devices.

4-2 Intellectual Property Management

Disclosure Topic: Intellectual Property Protection and Competitive Behavior

SASB Code	Metric Description	2022	2023	2024	2025
TC-SC-520a.1	Total monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations (unit: NT\$)	0	0	0	0

Intellectual Property Management Mechanism

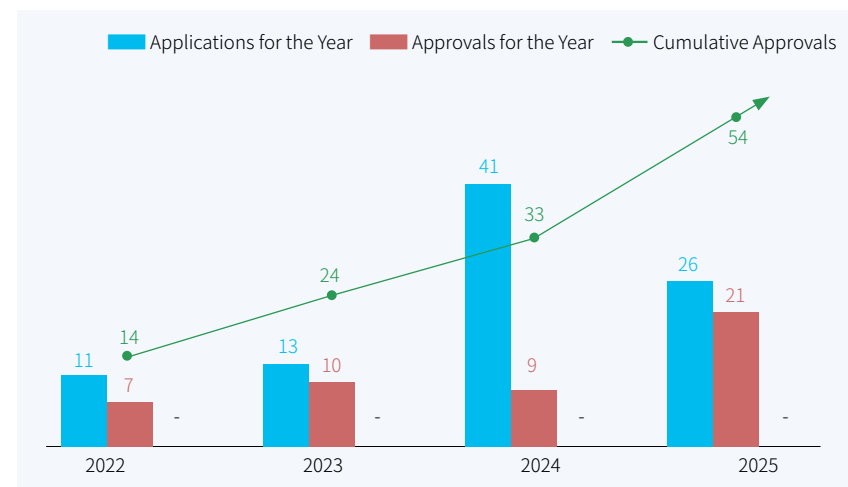
AP Memory has established the "Intellectual Property Management Guidelines", which set out our intellectual property policy, ownership, protection measures, infringement prevention, intellectual property application procedures, and incentive mechanisms. Based on these guidelines, we have further implemented supporting regulations, including the "Patent Application and Incentive Regulations" and the "Confidential Information Management Regulations", to provide practical and enforceable management measures that preserve and strengthen the intangible assets essential to sustaining and growing company operations. We ensure the implementation of the aforementioned management mechanisms through annual employee education and training, as well as regular internal audits, and effectively safeguard high-value intellectual property, including the Company's patents and trade secrets. As of the publication date of this report, AP Memory has not been involved in any litigation or penalized for infringing on others' intellectual property rights or violating fair trade regulations.



Patents

We have created a comprehensive patent management system encompassing patent proposal, internal review, and incentives to motivate employees in each unit to keep innovating and gradually build a patent portfolio exclusive to the Company. In recent years, optimizing the internal patent proposal process has proven to be highly effective. Over the past two years, there has been a significant increase in patent applications and certifications, with the number of patents granted in 2025 reaching a new high. A total of 21 patents were granted, and the total number of patents certified reached 54, all of which are invention patents. For patent applications and certification cases in 2025, patent development bonuses were awarded according to internal management regulations. The amount more than doubled from last year, and 14 inventors received bonuses, fully highlighting the Company's focus and recognition of innovation contributions.

Historical Patent Applications, Approvals, and Active Patents



Note: Cumulative granted patents = Current year granted patents + Cumulative granted patents from previous years

Trade Secrets

In accordance with the "Confidential Information Management Regulations", AP Memory has established mechanisms such as classification, labeling, zoned storage, and graded circulation to regulate the use of confidential information. Through contractual terms or statements, we require employees, customers, and suppliers to jointly undertake confidentiality obligations regarding the Company's confidential information. Regarding technical information management, we established product specifications and an electronic platform for distributing technical data in 2024 and 2025, respectively, as review and control mechanisms for the transmission of confidential technical information to external parties. Since 2021, we have provided education and training on trade secrets and intellectual property rights to enhance employee awareness. Additionally, starting in 2023, trade secret protection has become a required annual course. A written exam must be passed for the course to be deemed completed, thereby ensuring all employees have adequate awareness of confidentiality and a solid knowledge base.

Training and Education

- 2025 Course Title:
AP Memory Trade Secret Protection and Management System (required for all employees)
- Course Content:
Covers legal concepts of trade secrets, shares insights from real-world court rulings, and introduces AP Memory's internal confidential information management system. Completion of the course requires a perfect score on the written test.
- Participation Rate: **100** %

Trademarks

As certain AP Memory product lines continue to mature, we have hired a firm to develop trademark and logo usage strategies and provide recommendations on trademark portfolio planning. Based on these recommendations, we have filed trademark applications with the relevant authorities in our major markets, proactively expanding the scope of our brand protection. AP Memory plans to implement trademark application and management measures in 2026 and develop a trademark management operating process to enhance the quality of trademark oversight and maintenance, further strengthening our brand value.

4-3 Product Lifecycle Management

Disclosure Topic: Product Lifecycle Management					
SASB Code	Metric Description	2022	2023	2024	2025
		0%	0%	0%	0%
TC-SC-410a.1	Percentage of products by revenue that contain IEC 62474-declarable substances	AP Memory follows the regulated chemical substance lists under RoHS and REACH as the primary compliance standards. During the reporting period, a comparison was conducted between IEC 62474 and the aforementioned two regulations. None of the products shipped currently contain substances that are declarable under IEC 62474. As of the end of 2025, no customers have required AP Memory to provide relevant information based on IEC 62474 chemical substance management standards.			
TC-SC-410a.2	Processor energy efficiency at a system level for: (1) Servers (2) Desktop computers (3) Laptops	- AP Memory's products are memory chips, not processors. Therefore, this disclosure does not apply. - AP Memory is committed to developing higher-performance products to enhance end-use energy efficiency. For more information, please refer to Section 4.1 Innovation Management.			

Chemical Substance Management

AP Memory has established a "Green Product Management Procedure", under which all sold products are shipped in compliance with the defined processes. The scope of controlled chemical substances is primarily based on international standards such as RoHS and REACH, as required by customers. In accordance with customer procurement processes, product hazardous substance declarations are submitted. In addition, the relevant chemical control lists are included in supplier management requirements, mandating foundries and packaging houses to provide detailed material composition lists. These lists must declare restricted substances as required and be regularly updated with substance declaration forms and test reports. As of the end of 2025, 100% of products comply with RoHS and REACH regulations.

Region / Association	Restrictions on Chemicals / Regulated Substances
European Union	EU-RoHS, EU-REACH, and PFOA/PFOS (Directives on the Restriction of Perfluorinated Compounds)
China	China-RoHS
United States	California RoHS and TSCA
International Electrotechnical Commission (IEC)	IEC 62474
Customer-specific	SONY-GP (SONY Green Partner Certification) and special control requirements for chemicals/restricted substances

The proposed restriction on per- and polyfluoroalkyl substances (PFAS) under Annex 17 of the EU REACH Regulation has reached a critical stage. While the original proposal aimed for a comprehensive ban on PFAS, the regulatory approach is shifting toward phased implementation or a sustainable management framework, with the proposal still undergoing active review and refinement. The proposed restriction is expected to be announced as early as the first quarter of 2027. Should the semiconductor industry remain within the scope of the restriction, an 18-month transitional period is expected. However, the final schedule will still be based on the official announcement.

To ensure operational resilience and compliance, AP Memory will continue to monitor regulatory changes and plan supporting solutions. Our primary wafer foundry partners began planning to adopt fluorine-free materials in 2025. Currently, some suppliers have entered the technical validation phase, while others remain under evaluation. We will continue to closely monitor these developments and adjust our supply chain management strategies accordingly.

5

Collaboration - Strategic Partnerships

5-1 Customer Relations

5-2 Quality Management

5-3 Supply Chain Management



5-1 Customer Relations

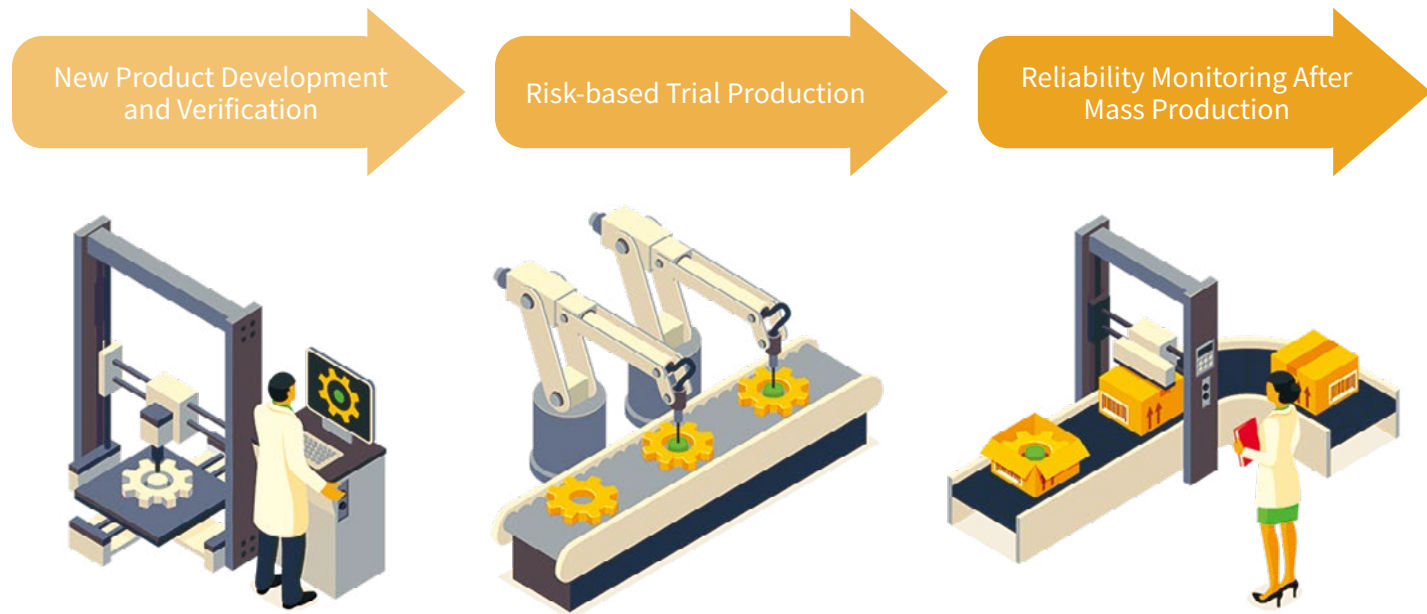
Customer Service Philosophy

1. Customer service principles: Integrity, trust, listening, innovation, and win-win collaboration.
2. Responsive and localized service: Our head office is located in Hsinchu, Taiwan, and we have R&D and sales locations in the United States, China, and Europe.

Customer Service Process

AP Memory is dedicated to implementing customer service-focused principles and policies, ensuring smooth, high-quality customer service, and offering dedicated teams and contacts. Customers can contact the Company through the "Contact Us" section on our official website.

1. To ensure product quality meets design specifications and customer requirements, AP Memory implements stringent controls across the stages of new product development and validation, risk-based pilot production, and long-term reliability monitoring after mass production, thereby upholding the spirit of full-process quality management.
2. AP Memory's customer service workflow spans new product validation, production quality management, and after-sales service. Each unit operates according to its assigned duties and collaborates to execute the customer service process.



Cooperation Between Departments :
New Product Verification ➡ Production Quality Management ➡ After-sales Service

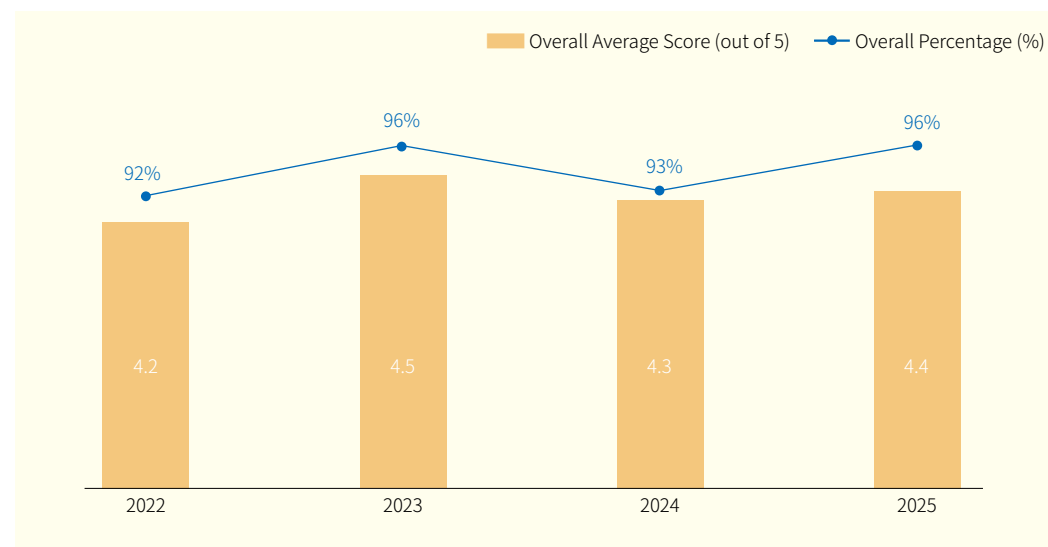
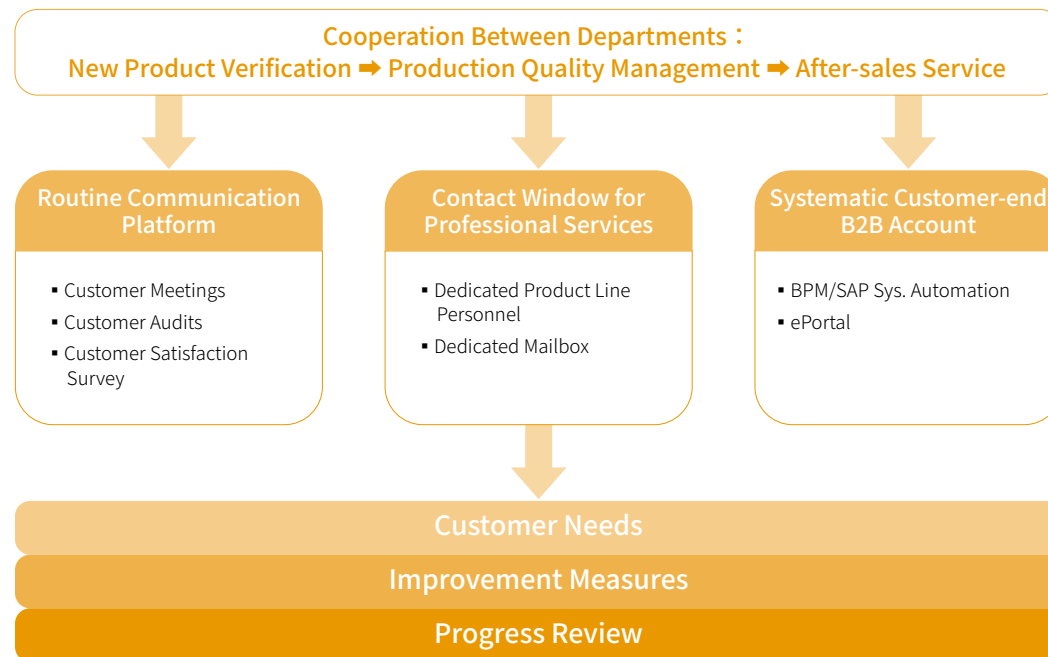
Customer Engagement

1. Diverse communication channels: Ensure an in-depth understanding of customer needs so that customers can obtain solutions in real time. We have established a hotline and email to offer efficient, real-time channels for instant assistance.
2. Comprehensive customer engagement mechanisms: We gather customer needs and feedback through customer meetings, customer satisfaction surveys, and customer audits. The findings are reviewed during internal business performance meetings, where corresponding improvement plans are developed and implemented. In addition, customer feedback from product validation is integrated into our continuous improvement process. Dedicated teams are responsible for data analysis and product failure analysis, enabling us to identify root causes, implement corrective actions, and improve manufacturing yield.

Additionally, by conducting quarterly product performance analysis and holding regular customer meetings to discuss and implement improvement actions, we achieve the goal of continuously enhancing product yields.

Customer Satisfaction

AP Memory regularly conducts a Customer Satisfaction Survey (CSS) each year. The "Customer Questionnaire Survey Project Team" is the unit responsible for leading and executing the CSS. Each year, surveys are distributed to mass production customers (evaluated by sales and region), key customers for major design-in projects, and new customers in the year to assess satisfaction with the Company's performance in the previous year. In 2025, our customer satisfaction survey achieved an average score of 4.4 (out of 5.0), with 96% of all valid responses rating our performance as "Satisfied" or above.





Customer Complaint

When a customer or terminal market detects a quality defect, AP Memory immediately activates the abnormality handling mechanism according to the "Customer Complaint Operating Guidelines" after receiving a customer complaint message. We then record Customer Complaint Requests (CCRs) in the internal information system to ensure that any issues can be tracked and quality improvements made in real time.

▪ Exception Handling Procedure

Step 1 → Step 2 → Step 3 → Step 4

▪ customer complains

The Quality Assurance (QA) Team receives a quality complaint from a customer, distributor, or sales representative and logs the case for subsequent tracking.

▪ confirmation

The QA Team conducts a preliminary assessment to confirm the abnormality and gathers detailed information. The case is then classified based on its severity level.

▪ abnormality analysis and improvement

The QA Team coordinates with relevant units to perform an analysis based on the issue and completes the analysis and corrective action report within the timeframe requested by the customer.

▪ improvement tracking

The QA Team proactively monitors the implementation of corrective actions and regularly reports complaint handling progress to relevant units and senior executives through weekly, monthly, and quarterly reports.

Product Return Management

When product returns occur, the sales team proposes a handling approach based on the reason for return and customer requirements. The plan must be submitted to the President for approval before proceeding to the subsequent steps. The handling methods include:

- Product return, replacement, or discount: The sales units applies for return or replacement processing in the ERP system. Upon approval by the President, the case is documented and retained in the RMA records.
- Special customer requests: With the President's approval, AP Memory may accommodate specific customer needs, including dispatching personnel for on-site support.

In accordance with ISO 9001: 2015 standards and the Company's ongoing commitment to continuous quality improvement, the Quality Assurance and Engineering Teams conduct abnormality analyses and propose effective corrective actions for all returned products.

▪ Key improvements in 2025 include the following:



KGD Defect Rate

- AP Memory's core product is Known Good Die (KGD). The defect rate at the end customer site is one of the most critical quality indicators.
- AP Memory's quality team collaborates with suppliers to ensure product quality satisfies customer requirements from trial runs to mass production.
- Based on 2025 shipment data, all product lines achieved end-customer defect rates that met or exceeded high customer standards.



Returns Due to Electrical Abnormalities

- There were no significant abnormalities in 2025, but the number of "minor defects" increased slightly compared to the previous year as annual shipments grew. The main cause was CP electrical misjudgment. Improvement measures included improving wafer manufacturing quality and adopting more stringent CP testing conditions to reduce the recurrence of the same problem.
- After months of joint monitoring with the customer, the issue showed substantial improvement and did not recur.



Product Appearance Defects

- For new products with external defects at the start of mass production, the quality team continues to improve the manufacturing quality while optimizing optical inspection parameters before shipment.
- Validation and approval have been received from all end customers. Defect rates have been significantly reduced to zero, and the product has successfully entered mass production.

5-2 Quality Management

Quality Philosophy and Commitment

AP Memory is dedicated to comprehensive excellence in chip design technology and high-quality execution. With a customer-oriented approach, we aim to become the world's leading provider of memory solutions. Delivering top-tier, high-quality products tailored to customer needs represents our core commitment. Since obtaining ISO 9001 certification in 2017, we have pursued the zero-defect target through company-wide participation, process-based management, and timely fulfillment of customer demands. We consistently strive to exceed customer expectations.

As an IC design company focused on memory R&D, design services, and sales, all AP Memory products are manufactured by qualified external suppliers. The Company actively monitors and manages these suppliers to ensure that product quality aligns with customer requirements. Through continuous quality improvement initiatives and optimized process management, AP Memory minimizes operational risks and environmental impacts, contributing to its sustainable development goals.

Improvement of Product Design Quality

AP Memory is committed to improving product design processes through digital and smart tools. Since 2025, we have actively implemented AI-powered electronic design automation (EDA) technology, upgraded tools, and collaborated with contract partners on 3D IC and advanced simulation analysis to achieve excellent product design quality.

Ongoing Quality Improvement Activities

To achieve quality objectives, the Quality Unit collaborates with relevant units in daily, weekly, monthly, and quarterly review meetings. This allows for the timely identification of performance deviations, immediate review, and correction, effectively reducing the risk of quality issues, improving operational efficiency, reducing waste, and uncovering potential profitability opportunities.

AP Memory continues to focus on wafer process quality monitoring, improving wafer test coverage, and implementing verification and reliability monitoring for new products. The Company emphasizes 5-Whys root cause analysis and employs Close Loop Corrective Action (CLCA) to ensure sustained corrective measures. Following abnormality analyses, the Quality Unit activates the CLCA monitoring mechanism and holds monthly CLCA review meetings to ensure all customer complaints are addressed based on analysis reports. The process includes submitting corrective evidence and verification data to prevent recurrence and meet quality standards. Key quality improvement activities in 2025 are as follows:

Quality Improvement Activities in 2025	Description
Standardized the CP MAP format across all outsourced testing facilities to improve the accuracy of MAP data.	Improved the development timeline for the new CP MAP format to ensure consistency across all suppliers and enhance the accuracy of MAP data, thereby ensuring that all product information delivered to customers is accurate.
Improved S-SiCap™ process quality	Increased the capacitance and yield rate of S-SiCap™.
Strengthened quality management awareness	Continued to strengthen quality awareness through quality management education and training for all employees.

Quality Policy

- Insight into customer needs
- Delivery of innovative products
- Pursuit of excellent quality

Improvement Aspect

Improve Product Development Efficiency

Specific Actions and Current Status

- Expand the use of AI electronic design automation software.
- Assess and test Siemens 3D IC EDA tools, and perform model verification and system development testing by supplying key design data.
- Implement ANSYS EDA for chip power and heat transfer simulation.

Expected Benefits

Reduce the number of iterations and accelerate the design verification timeline.

Key Quality Indicator Monitoring

▪ Key Performance Indicator Management Mechanisms

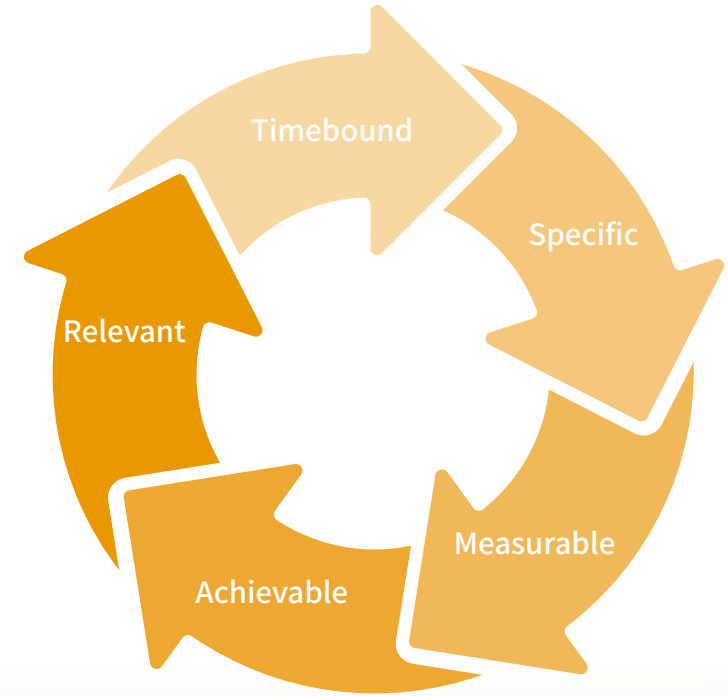
We attach great importance to every customer complaint. Responding honestly to customer feedback is AP Memory's approach to quality improvement. The quality assurance supervisor regularly reviews the progress of various abnormalities and actively monitors subsequent production and usage status on the customer's end.

▪ Key Performance Indicators

Each unit and team member at AP Memory collaboratively defines meaningful key performance indicators (KPIs) using the SMART principle. These indicators present quantifiable performance standards over time, enabling effective team performance management. Based on actual performance outcomes, internal control methods are adjusted in a timely manner to support the goal of continuous improvement.

The Quality Unit regularly monitors and reviews the achievement of KPIs and links the most critical customer complaint requests (CCRs) to employee performance evaluations. This reinforces a company-wide sense of accountability and strengthens corporate governance initiatives.

In 2025, AP Memory continued to focus on the most critical KPI related to CCRs: the CP electrical misjudgment rate. The Company enhanced test pattern coverage, tightened test criteria, strengthened its understanding of end-customer requirements, and increased the frequency of reliability monitoring. As annual shipments grew, the total number of customer complaints and CP electrical misjudgments in 2025 increased. Overall product quality remained stable throughout the year, with no major quality issues reported. We continued to receive positive recognition from our end customers.



- Message from Management
- 2025 Sustainability Highlights
- 2025 Sustainability Goals
- About This Report

01 AP -
Leading Industry Development

02 Response -
Identifying Sustainability
Impacts

03 Governance -
Upholding Business Ethics

04 Development -
Leading Product Innovation

**05 Collaboration -
Strategic Partnerships**

06 Training -
Strengthening Human Capital

07 Symbiosis -
Preserving Environmental
Balance

08 Appendix

5-3 Supply Chain Management

Supplier Code of Conduct

Based on the Responsible Business Alliance (RBA) Code of Conduct, AP Memory has developed its own Supplier Code of Conduct. We require suppliers to comply with standards in labor practices, health and safety, environmental protection, business ethics, and management systems. Suppliers are also expected to fully adhere to the laws and regulations of the countries or regions where they operate. Compliance with the Supplier Code of Conduct is audited during the initial engagement and annual audits. This compliance is considered a key factor in AP Memory's procurement evaluations and decisions.

Types of Suppliers

AP Memory's suppliers are categorized into five main groups: wafer fabrication, wafer testing, packaging, other production-related, and general administrative services. As a fabless chip design company with no in-house production lines, our primary product is wafers, with silicon wafers serving as the most critical raw material. To meet customer demands for packaged products, the main materials used include packaging components such as epoxy, gold (Au) or copper (Cu) wire bonding, polyimide, and solder bumps.

In addition, to strengthen supply chain management and risk control, we have established criteria for identifying key suppliers based on supplier type, as well as the scale and stability of long-term transactions with the Company. All fabs, photomask fabs, and other external suppliers are considered critical suppliers and included in key management and ongoing evaluation if their transaction volume exceeds a certain significant level over a continuous period.



Supply Chain Management Mechanism

AP Memory has established six major dimensions of supply chain management. In addition to regularly collecting quality data, conducting supplier evaluations, and performing annual audits, suppliers are also required to manage their own raw material suppliers and implement continuous improvement initiatives.

▪ New Supplier Management

AP Memory has established a five-step process for managing new suppliers. After document review, needs assessment, and trial production, a supplier audit is conducted. The audit results are classified as "Acceptable", "Conditionally Acceptable", or "Fail". In the case of a failed result, the supplier must complete corrective actions within a specified period and undergo a re-audit within six months. If the re-audit result remains "Fail", the supplier will be disqualified from re-entering the evaluation process for the remainder of the year.

▪ Implementation Process

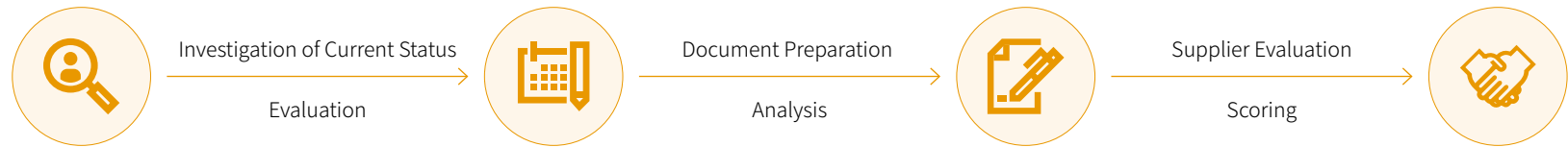


▪ New Supplier Assessment Method

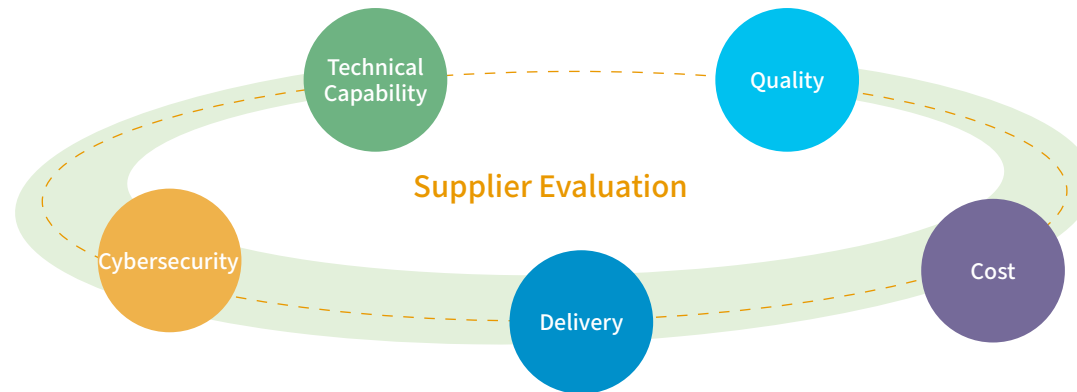
AP Memory's new supplier evaluation process, scoring dimensions, and methodologies cover: Quality (Q), Cost (C), Delivery (D), Cybersecurity (S), and Technical Capability (T). This approach allows effective evaluation of a new supplier's actual performance while improving supplier management efficiency and reducing costs.

The supplier management team is fully involved in the new supplier evaluation process, ensuring all assessment items are reviewed and improved prior to mass production. This guarantees that potential risks related to internal control, production process, and quality are identified and mitigated before full-scale production begins.

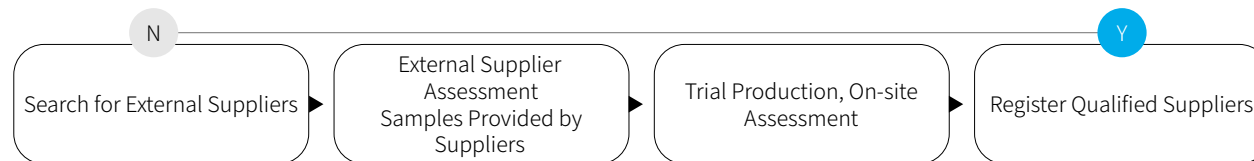
Supplier Evaluation Process



Supplier Scoring Aspects



Scoring Aspects	Weight
Quality	30%
Cost	15%
Delivery	15%
Cybersecurity	10%
Technical Capability	30%
Total	100%



- Score of 70% ↑ : Qualified
- Score of 70% ↓ : Not Qualified

Existing Supplier Management

Existing suppliers are managed through both document review and on-site audits. A detailed audit questionnaire is used to assess supplier status, including quality, process capabilities, and production planning. Based on audit results, suppliers are rated as Acceptable, Conditionally Acceptable, or Fail. Suppliers rated as "Fail" are required to implement corrective actions and complete a follow-up audit within six months. In 2025, six suppliers were evaluated, and all were deemed qualified. The supplier management team also holds regular weekly meetings with key suppliers to discuss quality issues. These meetings track key quality indicators, such as trend charts, Statistical Process Control (SPC), Process Capability Index (Cpk), and Continuous Improvement Programs (CIP).

AP Memory will continue to use this standardized approach to manage supplier quality and integrate quarterly review mechanisms to enhance supplier performance. In addition, to support compliance with international environmental regulations, we continue to review our suppliers' green product management practices covering both manufacturing processes and packaging materials. We require all suppliers to provide a green commitment, and all of our current external suppliers have submitted the required commitment letters.

Supplier Engagement

- **Regular Intensive Meetings:** AP Memory holds regular, intensive weekly and monthly review meetings with suppliers, requiring them to collect and analyze key performance indicators. Review results are documented to confirm compliance with quality standards.
- **Timely Issue Response:** If product issues are reported by customers, suppliers are required to immediately investigate, identify root causes, implement corrective actions, and report progress truthfully to resolve the issue and prevent recurrence.

Conflict Minerals Management

AP Memory has established the "Green Product Management Procedure", led by the President and the Green Management Task Force, to promote green products, comprehensive pollution prevention programs, and responsible supply chain management. This procedure includes conflict minerals management to ensure that supplier sources comply with the Conflict-Free Minerals Policy and meet both international regulations and customer requirements. This is part of the Company's commitment to environmental protection and social responsibility, contributing to its goal of sustainable operations.

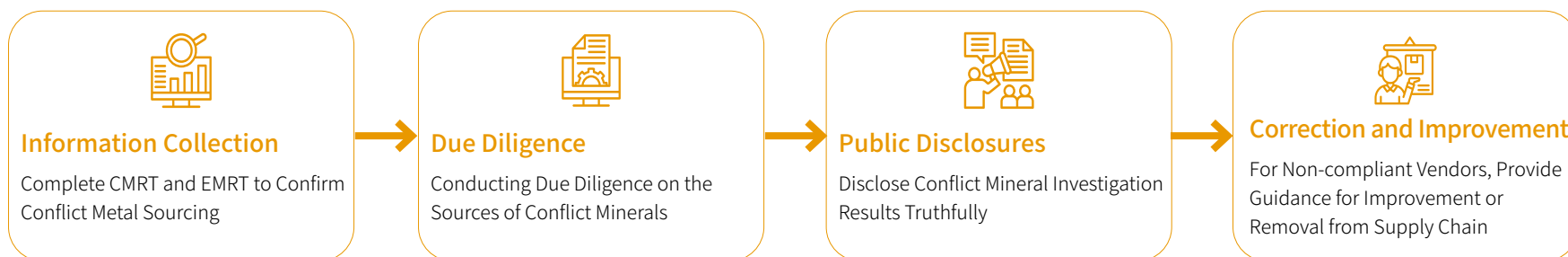
Following the "Due Diligence Guidance for Responsible Supply Chains" issued by the Organization for Economic Cooperation and Development (OECD), AP Memory requires its suppliers to sign a "Conflict-Free Minerals Policy Declaration", ensuring that raw materials and minerals used do not originate from conflict-affected areas in the Democratic Republic of the Congo and surrounding countries, or other high-risk regions.

AP Memory has established a Conflict Minerals Policy and adopted the Conflict Minerals Reporting Template (CMRT) published by the Responsible Minerals Initiative (RMI) to conduct due diligence on the sources of tin, tungsten, tantalum, and gold. Through this process, we verify that the smelters and refiners in our supply chain are 100% compliant with those recognized by the RMI.



Conflict Minerals Management Strategy

Conflict Minerals Management Process



In 2025, in line with the latest conflict minerals requirements, we required our suppliers to identify and remove any non-conformant or non-compliant smelters and refiners from their supply chains. A total of 69 smelters and refiners are part of our supply chain, all of which are 100% RMI-compliant. We also conduct ongoing monitoring to ensure continued compliance with applicable regulations and customer requirements. Currently, AP Memory uses gold, tantalum, tin, and tungsten. The distribution of mineral suppliers in different countries is shown in the table below.

Metals	Country	Number of Suppliers	Metals	Country	Number of Suppliers	Metals	Country	Number of Suppliers	Metals	Country	Number of Suppliers
Gold × 21	Japan	10	Gold × 21	Australia	1	TIN × 21	Belgium	1	TIN × 21	Peru	1
	China	4		China	2		Bolivia	2		Philippines	1
	Switzerland	2		Japan	2		Brazil	6		Poland	1
	USA	1		Vietnam	1		China	7		Spain	2
	Canada	1	Tungsten × 6	Indonesia	1		Indonesia	10		Taiwan	1
	Singapore	1		N/A	0		Japan	3		Thailand	2
	Taiwan	1	Tantalum × 0				Malaysia	2		USA	3

Raw Material Risk Management

Disclosure Topic: Materials Sourcing		
SASB Code	Metric Description	Description
TC-SC-440a.1	Description of the management of risks associated with the use of critical materials	- AP Memory's primary raw material, wafers, are 100% outsourced to wafer foundries for manufacturing. Rare earth metals are considered critical materials for these foundries. Therefore, the stability and timely delivery of wafer supply remain key procurement risk concerns for AP Memory. The Company continuously manages these risks through regular supplier evaluations to monitor and control potential issues. - AP Memory requires external suppliers to provide product material test reports (ICP), which are valid for one year. We regularly verify the validity of these reports and promptly notify suppliers to renew them.

Our key raw material supply risk management focuses primarily on wafer foundries and packaging service providers. We continuously monitor their production capacity to ensure timely delivery of products to meet customer demands. For certain component suppliers, such as probe cards or masks used in wafer testing, multiple suppliers are qualified, significantly reducing the risk of material shortage.

Local Procurement

To reduce carbon emissions from transportation and support the local economy, AP Memory prioritizes local sourcing. As an upstream IC design company within the semiconductor supply chain, AP Memory outsources wafer fabrication to professional foundries after completing product design. These wafers are then tested and packaged by external service providers. All outsourced production partners are 100% based in Taiwan. Additionally, 73% of jigs and production equipment were sourced from Taiwanese suppliers in 2025.

6

Training - Strengthening Human Capital

- 6-1 Human Rights Management
- 6-2 Attraction and Retention
- 6-3 Compensation and Benefits
- 6-4 Talent Development
- 6-5 Health and Safety
- 6-6 Employee Relations



6-1 Human Rights Management

Human Rights Management Mechanism

To safeguard the basic human rights of all employees, AP Memory clearly states that it respects its employees' rights and voluntarily follows international human rights standards, including the Universal Declaration of Human Rights. The Human Resources Unit is responsible for overseeing human rights. Related policies apply to all managers, employees, and employees of subsidiaries. We are committed to treating employees equally regardless of race, religion, skin color, nationality, or gender. We have established relevant regulations in the "Human Rights Policy" and "Anti-Discrimination and Anti-Harassment Policy". AP Memory strictly prohibits the employment of child labor below the legal minimum working age. All newly hired employees are required to provide valid identification documents for age verification. We do not tolerate any form of forced or compulsory labor in our operations, and all employment practices are governed by the applicable labor laws and regulations of each operating location. In 2025, there were no incidents of child labor or forced labor within our operations. AP Memory also encourages different units to hire diverse employees and organizes supervisor interviews and training to teach employees not to ask about personal information unrelated to work or any discriminatory considerations. Externally, we have also established multiple communication channels to ensure stakeholders from all sectors can effectively express their opinions and grievances.



Human Rights Policy



Anti-Discrimination and Anti-Harassment Policy

Grievance Mechanisms	- A comprehensive grievance and reporting mechanism is in place to protect the safety of whistleblowers. If any human rights violations are discovered, they can be reported via this mechanism. - Employee Grievance and Reporting Email: APM_SpeakUp@apmemory.com
Remediation Mechanism	Once a human rights violation is confirmed, the Company will initiate a remediation process based on the nature of the incident and, if necessary, collaborate with relevant stakeholders to prevent recurrence.
Feedback Mechanism	Each year, the Company conducts assessments on material issues, risk evaluations, and related activities to identify at-risk groups and potential human rights risks. Based on the findings, a human rights risk control plan is formulated.
Awareness and Training	- The Company disseminates human rights policies through various means, such as meetings, emails, and internal bulletins. Regular training sessions are held. In 2025, AP Memory continued to conduct training courses on the "Human Rights Policy and Anti-Discrimination and Anti-Harassment Policy" to raise employee awareness and sensitivity to human rights issues, thereby reducing the risk of violations. - We implemented relevant employee training in 2025, with a 100% training completion rate.

Human Rights Management Indicators

Management Indicator	2025 Performance
Number of Hired Persons with Disabilities	In compliance with requirement
Discrimination Cases (e.g., workplace, gender)	Zero cases
Sexual Harassment Cases	Zero cases
Forced Labor Cases	Zero cases

Employees

6-2 Attraction and Retention

Human Resource Deployment

AP Memory has long recognized a strong workforce structure and strategic talent deployment as key drivers of technological innovation. To support our expanding business operations and strengthen our R&D capabilities, we continuously monitor workforce trends while placing a strong emphasis on the composition and quality of our talent. Guided by our business strategy and operational objectives, we conduct strategic workforce planning to identify talent needs and required competencies. We also continue to enhance diverse and effective recruitment channels while offering competitive compensation and benefits to attract outstanding talent from around the world, thereby strengthening employee engagement and improving talent retention.

To enhance the effectiveness of human resource management, we have implemented a new system starting in 2024. This system allows us to better capture and manage human data, compensation, and attendance at each operational site, improve HR efficiency, streamline processes, and ensure compliance with applicable laws and policies.

Talent Recruitment

Diversity and inclusiveness are parts of AP Memory's corporate culture. We uphold the principle of fair competition, and the recruitment process is not affected by gender, race, religious belief, age, or disability. We are committed to promoting diversity and equality, friendly interactions, and demonstrating an inclusive and cohesive organizational culture.

AP Memory actively establishes diverse recruitment channels. Regarding regular recruitment, we continue to advertise job openings through the 104 Job Bank. Since 2022, we have been actively establishing connections with future graduates or young students through campus recruitment fairs or corporate seminars to create opportunities for future participation. For critical positions requiring specialized expertise (senior executives and R&D personnel), we partner with professional headhunting firms to perform precise recruitment. Additionally, to further expand the high-quality talent pool, we started an internal employee recommendation system in 2023. This system encourages employees to recommend outstanding relatives and friends to join AP Memory and offers incentive rewards based on the scarcity of available positions.

Workforce Overview

AP Memory has a professional team with an international perspective and recruits outstanding talent from various sectors through our global sites. As of the end of 2025, the Group has 248 employees worldwide, working across three locations: Hsinchu, Taiwan; Hangzhou, China; and Portland, USA, handling key functions such as R&D, sales, and management. The manpower distribution by operating site is as follows:

- **Hsinchu, Taiwan (headquarters): 188 people (accounting for 75.8%)**
- **Hangzhou, China (R&D and sales location): 51 people (approximately 20.6%)**
- **Portland, USA (R&D and sales location): Nine people (approximately 3.6%)**

Male employees account for 57.66%, and female employees for 42.34%. By age group, 21.37% are under 30, 65.73% are between 31 and 50, and 12.9% are over 50. In terms of job level, there are 60 employees in managerial positions or above, including 22 female managers (36.67%). Among mid-to-senior level managers (29 individuals), five are women, representing 17.2%. In 2025, 96.15% of senior executives employed in Taiwan were of Taiwanese nationality. For the Hangzhou and Portland offices, all employees and senior executives were residents, resulting in a 100% localization rate for senior positions at those sites. In accordance with Paragraph 2, Article 38 of the People with Disabilities Rights Protection Act, AP Memory provides employment opportunities to disadvantaged groups. As of the end of 2025, the Company employed one person with a disability in Taiwan.



Classification by Employment Contract in 2025

Employment Type	Employment Model	Taiwan	China ³	United States	Total
Contract Type	Non-fixed-term contract ¹	188	12	8	208
	Fixed-term contract ²	0	39	1	40
Full-time/Part-time ⁴	Full-time	188	51	9	248
	Part-time	0	0	0	0
Subtotal		188	51	9	248

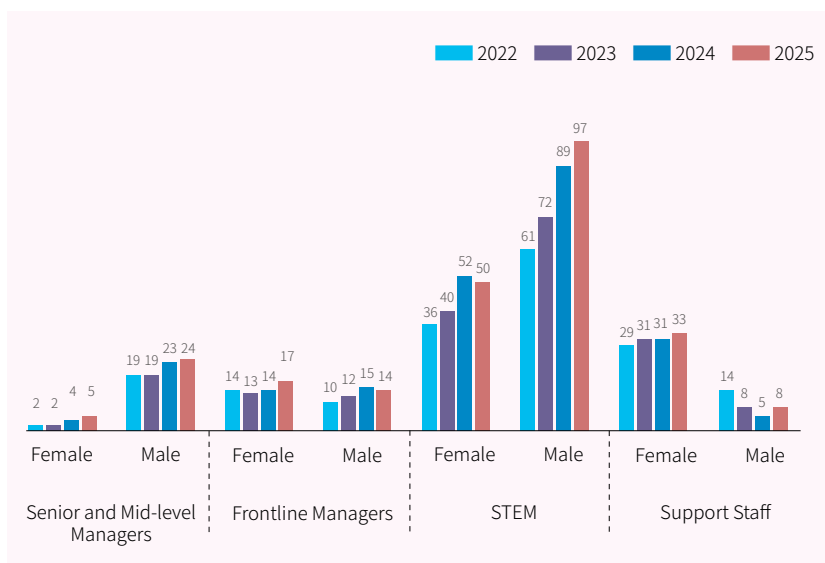
Note 1: Employees who sign non-fixed-term contracts are full-time employees, which is equivalent to permanent employees as defined by the GRI Standards.

Note 2: Employees who sign fixed-term contracts are equivalent to temporary employees under the GRI Standards.

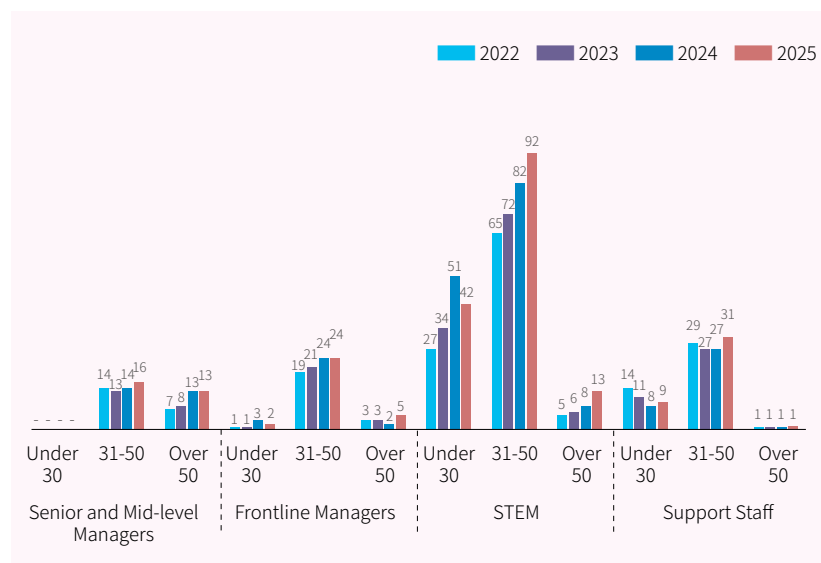
Note 3: Non-fixed-term or fixed-term contracts: A non-fixed-term contract is one without a termination date in the labor contract signed with an employee. Under the provisions of the Local Labor Contract Law in China, contracts are mostly fixed-term.

Note 4: Full-time and part-time: Full-time employees are those whose work hours are determined by local or statutory requirements. Part-time employees are those who work fewer hours than full-time employees.

Total Number of Employees Hired Over the Years by Rank and Gender



Total Number of Employees Hired Over the Years by Rank and Age



Note 1: Mid-to-senior level managers refer to department-level managers and above; junior-level managers refer to section managers. R&D and engineering staff are responsible for product development, design, and services. Support staff include administrative, finance, legal, and other support functions.

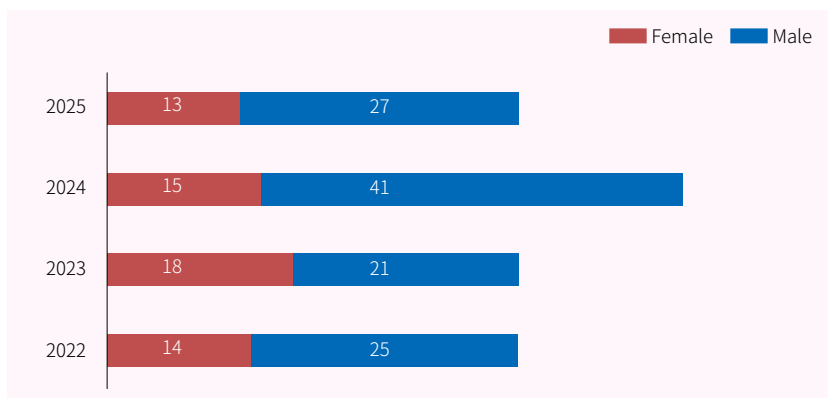
Note 2: Data based on the number of employees as of December 31, 2025.

Employee Turnover

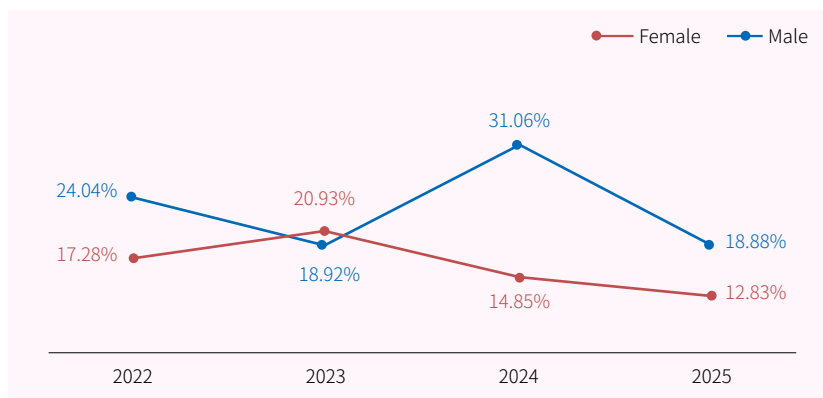
In terms of recruitment and retention, we hired 40 new employees in 2025, for an overall hiring rate of 16.13%, a decrease of 7.9 percentage points from the previous year. Of these new hires, 27 were men (hiring rate: 18.88%), and 13 were women (hiring rate: 12.38%), with the hiring rate for male employees exceeding that of female employees. By age group, the hiring rate was 26.42% for employees under 30, 11.66% for those aged 31–50, and 21.88% for those aged over 50.

In 2025, a total of 20 employees left the Company—19 voluntary and one involuntary—resulting in an overall turnover rate of 8.06% (down 5.24% compared to the previous year), which is below the industry average (according to the 2025 Talent FBI report published by 104 Job Bank, the average turnover rate for companies with 200–499 employees was 19.5%, and for the electronics and IT industry, it was 25%). Among the 20 departures, 15 were male (turnover rate of 10.49%), and five were female (4.76%), indicating a significantly lower turnover rate among female employees. By age, the turnover rate for employees under 30 was 9.43%, for employees aged 31–50 was 8.59%, and for employees aged 50 and above was 3.13%. The decline in employee turnover in 2025 was primarily attributable to a more stable organizational structure, together with our proactive implementation of comprehensive employee retention initiatives and senior executive management courses. These efforts effectively strengthened organizational cohesion and enhanced management effectiveness.

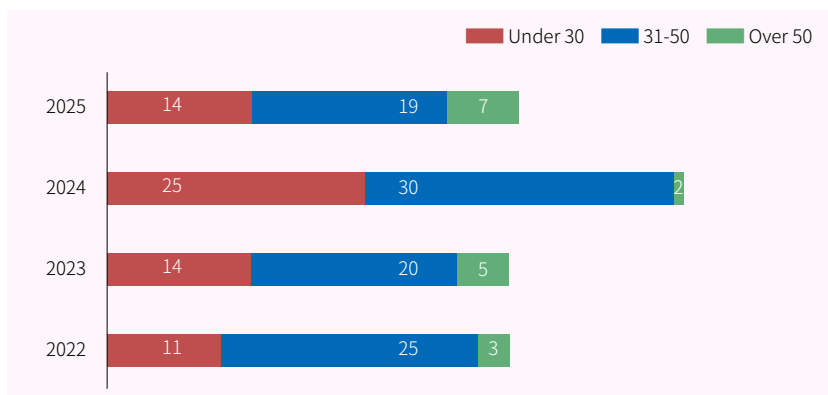
Number of Annual New Hires (by Gender)



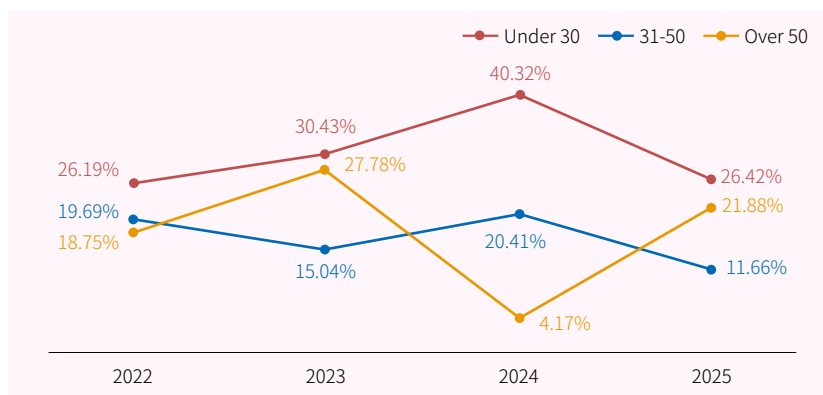
Ratio of Annual New Hires (by Gender)



Number of Annual New Hires (by Age)

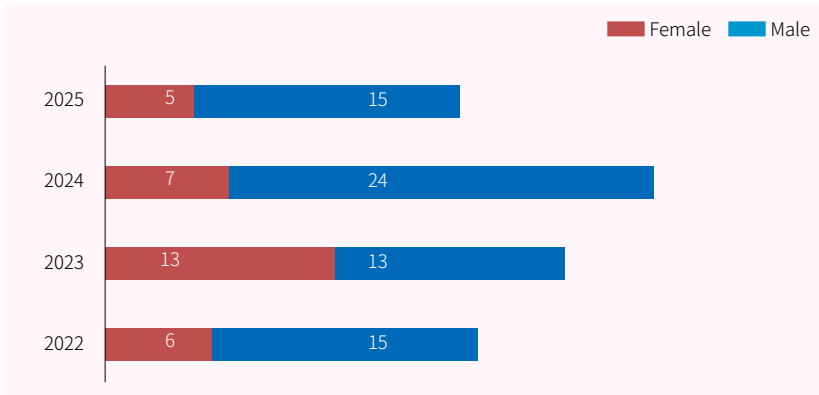


Ratio of Annual New Hires (by Age)

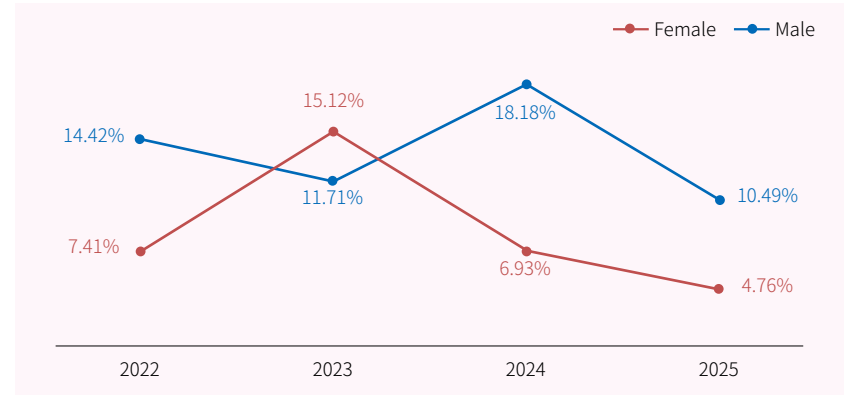


Note: New hire rate = Number of new recruits in the category for the current year ÷ Total number of employees in the category at the end of the year

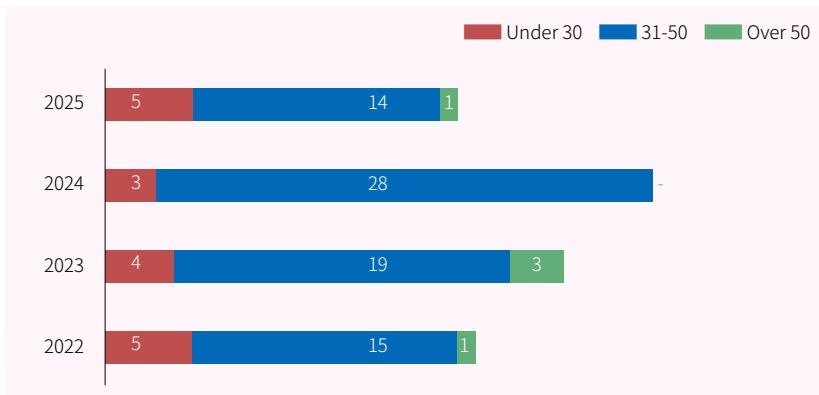
▪ Annual Number of Leavers (by Gender)



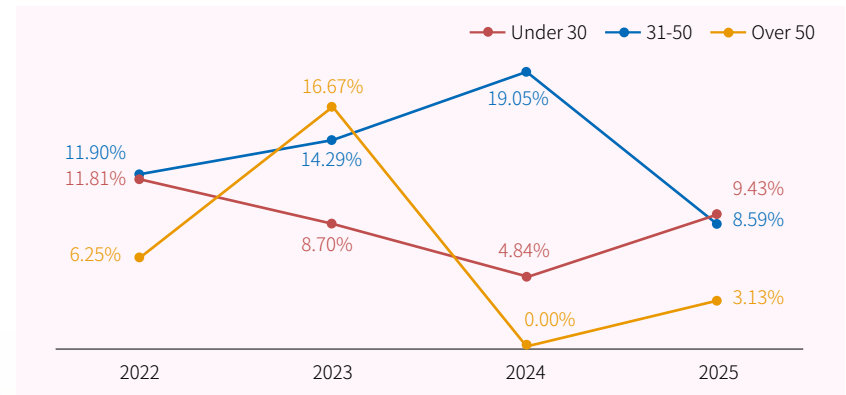
▪ Annual Employee Turnover Rate (by Gender)



▪ Annual Number of Leavers (by Age)



▪ Annual Employee Turnover Rate (by Age)



Note: Turnover rate = Number of resigned employees in the category in the current year ÷ Total number of employees in the category at the end of the year

Diversity Overview

In accordance with the Human Rights Policy, AP Memory upholds a workplace culture of diversity, equity, and inclusion (DEI). We do not discriminate based on gender, age, race, nationality, religion, disability, sexual orientation, or political stance. By adopting diverse perspectives, we can effectively improve the team's problem-solving skills, foster creativity and innovation, strengthen employees' sense of belonging, and comprehensively boost employee engagement and loyalty.

		2022	2023	2024	2025
All Managers	Female	16	15	18	22
	Male	29	31	38	38
	Total	45	46	56	60
	Percentage of female	35.56%	32.61%	32.14%	36.67%
	Percentage of male	64.44%	67.39%	67.86%	63.33%
STEM	Female	36	40	52	50
	Male	61	72	89	97
	Total	97	112	141	147
	Percentage of female	37.11%	35.71%	36.88%	34.01%
	Percentage of male	62.89%	64.29%	63.12%	65.99%

Note: STEM (Science, Technology, Engineering, and Mathematics) related positions.



Disclosure Topic: Recruiting & Managing a Global & Skilled Workforce

SASB Code	Metric Description	2022	2023	2024	2025
TC-SC-330a.1	Percentage of employees that require a work visa ^{Note}	1%	0.5%	0.4%	0.4%

Note: Employees who require work visas are primarily appointed to center supervisor positions, serving as key personnel responsible for our core technologies and operational management. Although they have obtained a legal residence and work permit, the certificate remains valid until it expires. If the application is delayed or regulatory changes are made, it could create a window of vulnerability for key positions, impacting the continuity of department operations. For this reason, we regularly monitor the validity of residence and work permits and extend them in advance to ensure that qualifications remain valid. At the same time, we continue to monitor changes in labor regulations and foreign work policies and adjust response measures in a timely manner.

AP Memory supports the employment of people with disabilities. As of December 31, 2025, we employ one person with a disability. In the future, we will continue to actively conduct internal job position evaluations to increase employment opportunities for people with disabilities.

6-3 Compensation and Benefits

Competitive Compensation Programs

To attract and retain top talent while motivating employees to reach their full potential, AP Memory has established a compensation policy that determines salaries based on professional competencies, job category, and scope of responsibility. Compensation is not differentiated by gender, and the Company is committed to creating an equal-pay-for-equal-work environment that promotes workplace gender equality.

AP Memory values the contributions and worth of every employee and encourages them to work alongside the Company in driving business success. Operational achievements are shared with employees to align personal goals, corporate objectives, and shareholder interests, thereby fostering a win-win-win scenario for individuals, the Company, and its shareholders to support long-term sustainable development.

Compensation Tool	Description
Annual Salary Adjustment	Annual salary adjustments reflect employee performance over the previous year and aim to motivate improved performance. The adjustments are determined based on business performance, individual evaluations, and market salary benchmarks within the industry and region.
Holiday Bonuses*	To align with local customs and enhance compensation competitiveness, employees receive holiday bonuses equivalent to two months' salary for Lunar New Year, one month for Dragon Boat Festival, and one month for Mid-Autumn Festival. Starting in 2024, the total holiday bonus was increased from two months to four months.
Quarterly Performance Bonus	To tie compensation to business performance, bonuses are distributed quarterly after financial announcements, based on company profitability, business unit performance, and individual performance evaluations.
Annual Performance Bonus	Distributed in May and November, the annual performance bonus budget is equivalent to the total budget of the prior year's quarterly performance bonuses. High-performing employees are eligible for a share of the high-performance bonus pool.
Quarterly Operating Bonus for Management Team	To link management compensation to operational performance, a quarterly bonus is distributed after financial reports are announced, with amounts based on a performance multiplier derived from the Company's performance.
Employee Stock Ownership Trust*	To continue attracting and retaining talent, 5% of each employee's monthly salary is allocated quarterly to purchase company shares, which are held in a trust account. After a two-year vesting period, the shares are transferred to the employee's account. This allows employees to become shareholders and benefit from stock price appreciation in line with the Company's growth. As of the end of 2025, participation in the employee stock ownership trust was 100%.
Stock Warrants	To strengthen organizational commitment and foster employee cohesion, we implement annual distributions in accordance with the Company's annual plan. This initiative aims to motivate and enhance employee cohesion and create value for the Company and our shareholders.

Note: * Only applicable to AP Memory employees in Taiwan.

AP Memory provides competitive compensation. According to the TWSE announcement, the Company's average employee salary expenses from 2024 to 2025 increased from NT\$2,492 thousand to NT\$2,613 thousand, representing a growth rate of approximately 4.86%. Over the same period, the average and median salaries of full-time non-managerial employees increased by approximately 5.42% and 12.08%, respectively.

In terms of the compensation equality policy, we adhere to the principle of gender equality. The current gender pay gap is primarily due to the composition of our workforce by job function. Male employees are predominantly engaged in engineering and R&D roles, which generally have higher market-based salary levels, while female employees are more commonly employed in operational support and administrative functions. This difference is due to different job attributes, not gender factors.

In 2025, the starting salary for entry-level employees at the Hsinchu office was NT\$40,800 per month, which is 1.38 times higher than the 2025 minimum wage in Taiwan (NT\$29,500) as stipulated by the Labor Standards Act.

Item	2022	2023	2024	2025
Number of Full-time Non-managerial Employees	129	139	163	178
Average Salary of Full-time Non-managerial Employees	2,055	2,008	1,993	2,101
Median Salary of Full-time Non-managerial Employees	1,674	1,573	1,523	1,707
Salary Ratio to Industry Average	1.05	1.15	1.00	0.94
Average Difference Compared to the Previous Year (%)	-20.78%	-2.29%	-0.75%	5.42%
Median Difference Compared to the Previous Year (%)	-16.26%	-6.03%	-3.18%	12.08%

Note: This information is consistent with disclosures on the Market Observation Post System (code: 6531)

Item		2022		2023				2024				2025			
		Taiwan		Taiwan		Hangzhou		Taiwan		Hangzhou		Taiwan		Hangzhou	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Base Monthly Salary	Executive	1	0.82	1	0.80	1	-	1	0.87	1	0.68	1	0.92	1	0.86
	Non-executive – R&D / Engineering Personnel	1	0.92	1	0.88	1	0.86	1	0.81	1	1.01	1	0.80	1	0.98
	Non-executive – Support Staff	1	0.77	1	1.07	1	0.57	1	1.05	1	1.54	1	1.04	1	0.92
	Average Monthly Salary of All Full-time Employees	1	0.77	1	0.77	1	0.66	1	0.79	1	0.82	1	0.82	1	0.81
	Median Monthly Salary of Full-time Employees	1	0.76	1	0.74	1	0.77	1	0.74	1	0.74	1	0.77	1	0.76
Base Salary + Annual Bonus	Executive – Average Annual Salary Including Bonus	1	0.65	1	0.64	1	-	1	0.87	1	0.58	1	0.76	1	0.76
	Non-executive – R&D / Engineering Personnel – Average Annual Salary Including Bonus	1	0.91	1	0.89	1	0.77	1	0.80	1	0.94	1	0.94	1	0.95
	Non-executive – Support Staff – Average Annual Salary Including Bonus	1	0.87	1	1.04	1	0.68	1	1.05	1	1.57	1	0.80	1	0.88
	Average Annual Salary of All Full-time Employees	1	0.77	1	0.66	1	0.61	1	0.79	1	0.78	1	0.87	1	0.71
	Median Annual Salary of All Full-time Employees	1	0.68	1	0.74	1	0.66	1	0.71	1	0.76	1	0.88	1	0.76

Note 1: Salary ratio is benchmarked against male employees (set as 1).

Note 2: Basic monthly salary is calculated as the base salary plus regular salary, such as the meal allowance.

Note 3: Full compensation includes the basic monthly salary and bonuses for the year, such as those for the three major holidays and quarterly bonuses.

Note 4: The above statistics are based on full-time employees who remained employed throughout 2025, thereby eliminating the impact of differences in employment duration during the reporting year.

Friendly Workplace Initiatives

AP Memory offers flexible working hours that allow employees to adjust their daily start and finish times within a 30-minute window before or after the Company's standard working hours, while maintaining the same total daily working hours. In addition, we have a remote work policy under which employees may apply to work remotely for up to four days per month, provided that work efficiency and business operations are not affected. These flexible work arrangements offer employees greater choice in how they work and support a healthier work-life balance, enhancing our ability to attract and retain talent.

Comprehensive Benefits

AP Memory values employee welfare and compensation. In addition to offering competitive and high-quality remuneration, the Company provides a comprehensive benefits system. Guided by the principle of "sharing", AP Memory has designed and implemented a robust, multi-faceted, and above-statutory benefits program to ensure that every core team member is well cared for.



Category	Item	Description
Leave	Flexible Leave	At the Hsinchu site in Taiwan, employees enjoy flexible holidays based on the provisions of the Labor Standards Act before the 2015 amendment (Article 37 and its enforcement rules, Article 23), allowing them to schedule holidays according to personal needs.
	Company Leave	- In Taiwan, new employees receive additional company leave based on their length of service (from the 1st to the 5th year), compensating for insufficient statutory annual leave due to recalculated seniority upon job transfer. - At the Hangzhou site in China, employees receive additional company leave starting from their third year of service to reward long-serving staff.
	Paid Sick Leave	Six days of paid sick leave are provided annually for short-term health issues, ensuring full salary during the absence.
	Marriage Leave	In addition to statutory marriage leave, extra leave days are granted based on seniority, exceeding legal requirements.
	Maternity Leave	Female employees at the Hsinchu site who have been with the Company for at least two years and are over 35 years old are granted an additional two weeks of maternity leave after childbirth, exceeding legal provisions to support late-stage motherhood.
Gifts & Bonuses	Birthday Gift	- Hsinchu site in Taiwan: Birthday Gift. - Hangzhou site in China: Electronic gift vouchers.
	Festival Gift Sets	For the three major traditional holidays, Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival, in addition to the festival bonuses, the Taiwan Welfare Committee prepares thoughtfully curated holiday gift boxes so employees can enjoy festive meals with their families.
	Labor Day Bonus	To recognize employees' dedicated efforts at work and at home, the Hsinchu site in Taiwan provides Labor Day electronic gift vouchers for Labor Day (May 1).
	Marriage Cash Gift/ Birth Celebration Cash Gift/ Bereavement Allowance/ Scholarships for Children	- At every milestone in life, such as marriage, childbirth, children's enrollment in school, or graduation, AP Memory is there to share the joy. - The Hsinchu site also offers scholarship programs for employees' children (from elementary school to graduate school), supporting employees and their families on their parenting journey.
Employee Care & Health	Annual Health Checkup	All employees employed before the second quarter of each year, regardless of age or job level, are eligible for annual health examinations that exceed legal requirements.
	Medical Consultation & Wellness Programs	After the checkup, medical professionals provide consultation services, follow-up on abnormalities, and implement targeted wellness programs tailored to different employee groups.
Insurance	Labor and health insurance/ Group insurance/ Travel insurance	- In accordance with local regulations, social insurance and pension contributions are made for each employee to ensure proper protection at each operating site. Upon onboarding, employees are also enrolled in group insurance plans (including occupational injury insurance) and travel accident insurance, providing peace of mind during both work hours and Company-sponsored outdoor or team-building activities. - Employees at the Hangzhou site are covered under the "Five Insurances and One Fund" system.

Note: These benefits apply to employees at the Taiwan Hsinchu and Hangzhou, China sites. Benefits for U.S. employees are provided in accordance with local laws and regulations.

Retirement System

In accordance with Taiwan's Labor Pension Act, the Company has established a defined contribution plan, under which it contributes no less than 6% of each employee's monthly wages to their individual pension accounts at the Bureau of Labor Insurance. In 2025, the pension expenses recognized under the defined contribution plan amounted to NT\$13,513 thousand. Additionally, employees in the United States and China are also provided with retirement contributions in accordance with local regulations.

Parental Leave Without Pay

AP Memory is committed to helping employees achieve work-life balance by enabling them to fulfill both work and family responsibilities. In addition to strictly complying with statutory maternity and paternity leave regulations and promoting gender equality, the Company offers a flexible leave management system. This allows employees to take time off to care for their families or apply for leave without pay in cases of serious illness or other extended leave needs. In Taiwan, a total of two employees were eligible for parental leave without pay in 2025. As of the end of 2025, one female and one male employee had applied for unpaid parental leave to meet family caregiving needs, representing an application rate of 50% for both eligible male and female employees.

Performance Evaluation

AP Memory has established a comprehensive performance evaluation management system with a transparent and fair evaluation process to encourage employees and supervisors to foster a culture of two-way communication. We aim to further strengthen the sustainability and accountability of human resources management. In 2025, we integrated our performance evaluation and promotion processes to improve overall process consistency and operational efficiency. This integrated approach enables unit managers and the Human Resources Unit to complete performance reviews, promotion assessments, and cross-unit decision-making within the same

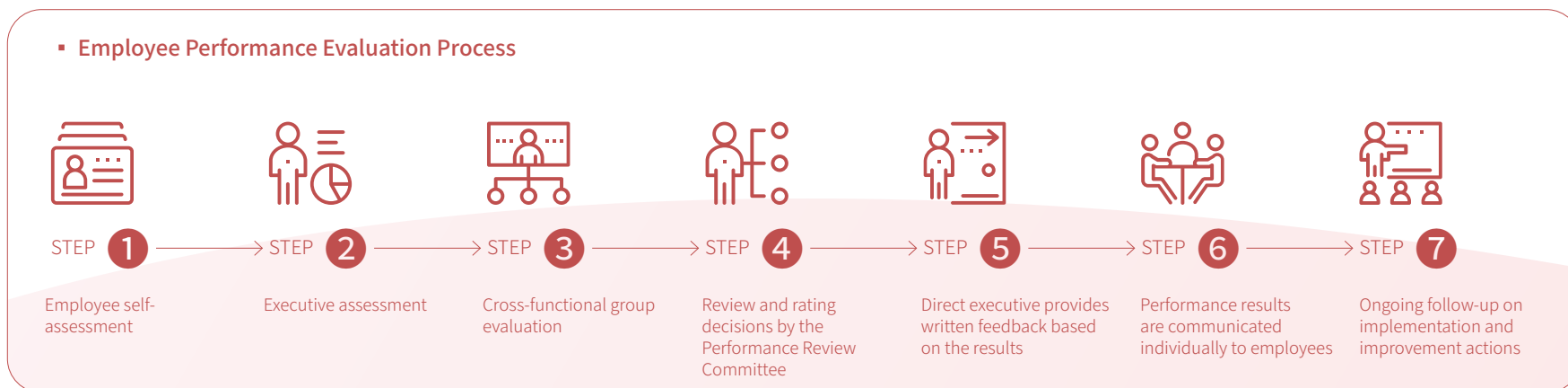
cycle. It also supports forward-looking talent reviews and organizational development planning, ensuring that promotion decisions are aligned with our business strategy and workforce needs while further strengthening our corporate governance practices.

The annual performance evaluation of AP Memory is conducted between November and January of each year. Specific evaluation mechanisms and implementation focuses include:

- Target management and quantitative self-assessment: Employees perform self-assessments and reviews based on the annual goals set after the previous year's evaluation. These goals include both planned and unplanned tasks. Employees present their achievements and feedback using quantitative indicators and written reflections.
- Multi-faceted supervisor evaluation: In addition to evaluation by direct executives, the process incorporates assessments by executives from peer functional groups. This provides well-rounded feedback and helps direct executives make informed talent management decisions.
- Assessment of behavioral items: AP Memory continued evaluating employees not only on performance outcomes but also on core competencies and managerial behaviors. Employees conduct self-assessments to reflect on their behavioral performance, which is then reviewed by executives. This dual assessment fosters two-way communication and ensures alignment between individual competencies and organizational expectations. It also contributes to shaping a strong organizational culture and enhancing overall performance.

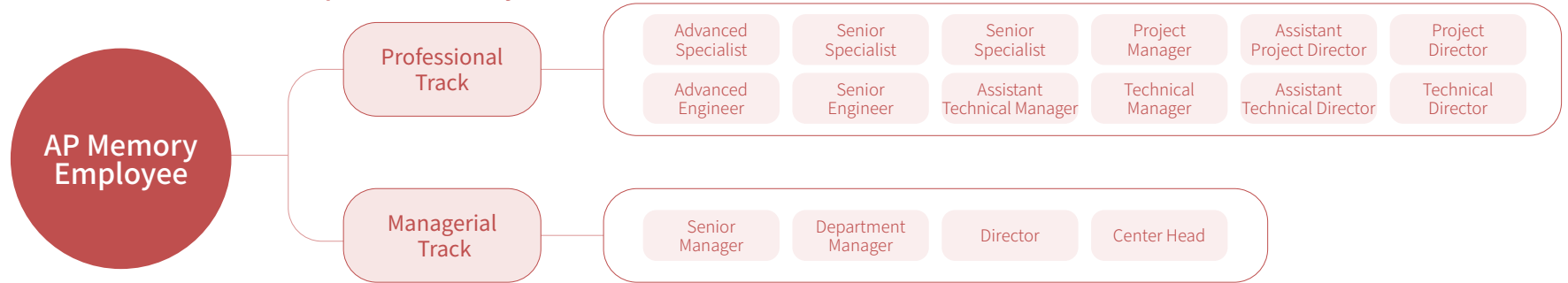
In 2025, 100% of eligible employees (excluding new hires with less than three months of service) completed their annual performance evaluations, ensuring that every eligible employee received meaningful performance feedback and clear career development guidance.

Employee Performance Evaluation Process



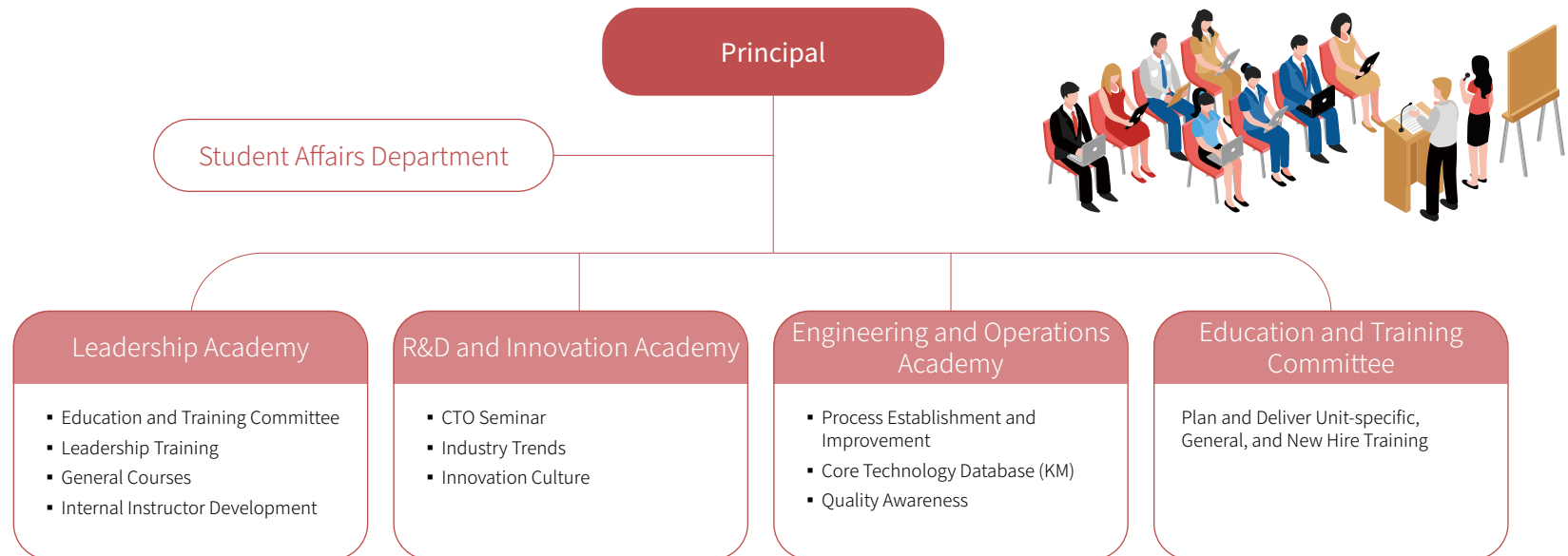
6-4 Talent Development

Human Resources Development Pathway



AP Academy

To integrate learning and strategies, as well as to provide employees with a comprehensive environment for training planning and continuous learning, we established and have continued to operate the "AP Academy" since 2023. The academy aims to develop a talent development blueprint and cultivate professional talent. The Principal (CEO) is responsible for leading and planning the Company-wide sustainable talent strategy. The academy comprises three learning schools and is supported by the Education and Training Executive Committee (the "Education and Training Committee"). Each school is led by a functional head, serving as Dean, with designated coordinators overseeing program implementation. Furthermore, the responsible unit within the Student Affairs Department is the Human Resources Unit, which primarily assists with the communication and operation of the AP Academy. AP Academy was established to monitor industry trends and introduce external knowledge and learning resources, helping employees continuously update their capabilities in line with the times. The Education and Training Committee is dedicated to knowledge management and transfer. It is responsible for providing function-specific professional training and facilitating the effective sharing and flow of organizational knowledge.



Senior Executive Succession Plan

Succession Pipeline Project

Project Focus	Description
Project Objective	To respond to the rapidly evolving industry landscape and strengthen our talent pipeline development, we launched our succession pipeline project in 2025. The project is designed to enhance our long-term organizational resilience through a systematic succession planning and talent development framework. The main targets include: - Establishing a robust talent pool for succession: Ensure that supervisors at the center, division or department levels have suitable candidates with potential and preparedness. - Reducing key position risks: Identify talent gaps, skill gaps, and substitution risks for key roles in advance. - Promoting talent circulation and internal promotion: Strengthen internal talent cultivation and increase the internal replacement rate of key positions. - Establishing a talent development process: Support the Company's mid- to long-term strategic goals through personal development plans.
Project Execution	The three stages of "Inventory-Assessment-Education" cover the three core processes of organizational inventory, talent evaluation, and personal development plan.
	Organizational Inventory - Inventory of the current managers of the Company's centers, divisions or departments, and the criticality of their positions. - Assessment of position risks: Including the difficulty of replacement, talent scarcity, and the degree of impact on operations. - Confirm the short-, medium-, and long-term talent needs for each unit.
	Successor Inventory - Inventory the role settings of each organization supervisor to confirm whether there are one to two potential successors. - Overall inventory based on performance records, potential indicators, and job matching. - Successor preparedness is divided into: ① Able to be appointed within six months: Core strategic talent with high adaptability and leadership expertise ② Able to be appointed in six months to three years: Talent with excellent growth potential ③ Able to be appointed in over three years: Talent with long-term competency development potential ④ Propose talent enhancement suggestions for positions that need to be improved: External recruitment, internal training, job rotation strategy, etc.
	Personal Development Plans For potential successors, a 12- to 24-month development plan is formulated, which includes: - Key tasks assigned by supervisors - Job rotation and cross-unit projects - Leadership and management courses - Continuing professional skills training - Mentorship / Coaching mechanisms
Project Status	Each unit has planned and continues to implement personal development plans for potential talent. In 2026, we will continue to update the candidate selection and development plans based on the organization's status.



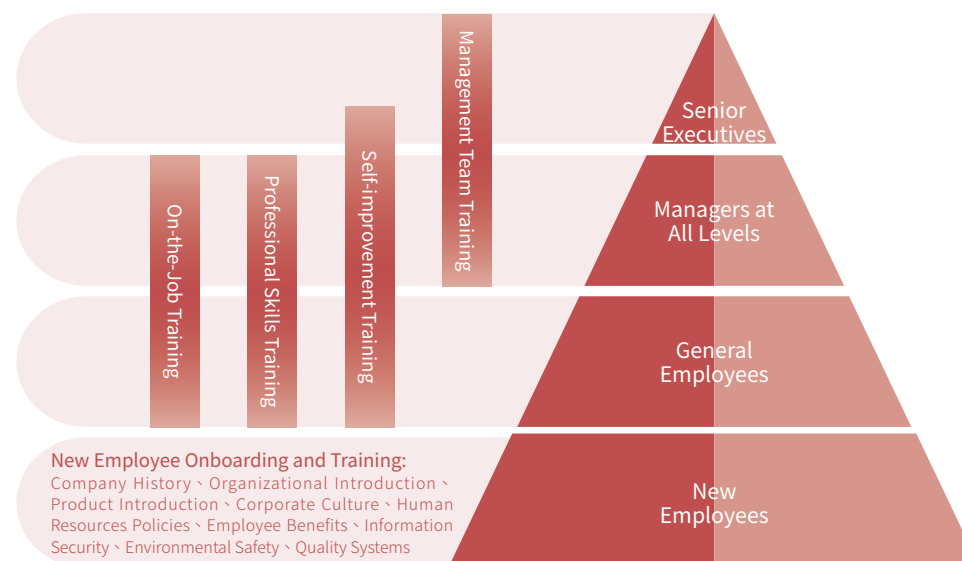


Training and Education

Through a systematic, goal-oriented, and well-rounded development program, AP Memory enhances employees' professional competencies and supports learning and growth, building intellectual capital and structured career paths. In line with the Company's vision, diverse learning channels and training resources are offered to foster lifelong learning and support employees in enjoying their work and growing together with the Company.

In 2025, AP Memory adopted the eHRD system to coordinate and plan training resources and to digitize and centralize management within each unit. This not only guarantees that all training courses, teaching materials, and records are consistent and transparent but also creates fully traceable learning history files for employees. Through systematic capability inventory and learning record analysis, the Company can more precisely plan employees' career development paths, help them create personalized professional growth plans based on their skills and goals, and further enhance the effectiveness of talent development while boosting organizational competitiveness.

Overview of Training Programs



Target	Type	Key Training Highlights in 2025		Participation Rate
New Employees	New Employee Onboarding and Training	Basic general courses	Company history, organizational structure, product overview, corporate culture, HR policies, employee benefits, information security, environmental health and safety, and quality systems.	100%
Senior Executives	Management Competency	Advanced Reading Club	Law Shelf Topics: "Corporate Compliance", "Risk Management", "Intellectual Property Protection", and "Corporate Governance System" to strengthen senior executives' decision-making ability at the strategic level.	100%
Managers at All Levels	Management Competency	- Retention interviews - Key leadership	Leadership Development and Behavior (Annual Theme: Communication): Focuses on strengthening managers' communication capabilities and leadership mindset. Covers effective communication across units and organizational levels, cultivating a leadership mindset that fosters open communication, and demonstrating leadership through impactful communication.	91%
General Employees (all units)	Professional Competency	Unit-specific professional development topics	- CTO Seminar: The CTO regularly shares the latest industry trends and technology prospects. - Special Lecture on AI by External Industry Experts: The key topics include risks and precautions related to AI development trends and the use of AI tools, guiding employees to adopt correct, responsible, and safe practices in the fast-changing technology environment.	100%
	Compliance Training	- Information Security - Personal data protection - Trade secrets and confidential information management - Human Rights Policy - Anti-Discrimination and Anti-Harassment Policy - Ethical Corporate Management and Code of Conduct	Relevant compliance topics are taught by the responsible internal unit, and testing is conducted to ensure that employees have a complete understanding of compliance and are aware of related issues.	100%
	Self-development	Work skills enhancement training	Annual external and internal training courses are planned for employees based on their competencies and positions.	100%

Training Effectiveness Evaluation Model

Continuous learning and development among employees is the foundation of the Company's value creation. To ensure the effectiveness of talent development training, AP Memory adopts the Kirkpatrick Model, a four-level training evaluation method. These levels include: Level 1 - Reaction Evaluation, Level 2 - Learning Evaluation, Level 3 - Behavior Evaluation, and Level 4 - Results Evaluation. AP Memory continues to set goals for each evaluation level to enhance training effectiveness, aiming to further align training outcomes with business performance in the future.

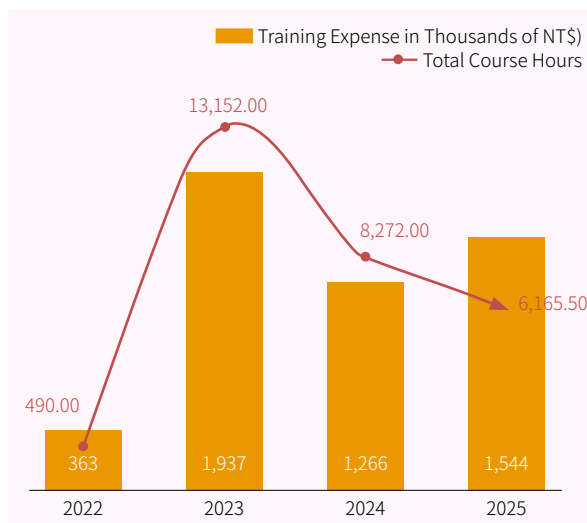
Evaluation Level	Description	2025 Target	Target Achievement	Coverage
Level 1 Reaction Evaluation	Observe employee learning responses	Course satisfaction survey: Conduct post-training surveys for all courses with a 100% completion rate.		
Level 2 Learning Evaluation	Evaluate employee learning effectiveness: Tests, post-training responses, and post-training action plans.	100% test completion required for all compliance and awareness courses.	Achieved	100%
Level 3 Behavior Evaluation	Evaluate changes in employee behavior before and after employee training: Evaluate the application of training results.	For two supervisor training courses, after completion, we track the application of pre-training and post-training behaviors and problem-solving through after-training and re-training mechanisms.		

In 2025, we offered 181 training courses, invested a total of NT\$1.544 million in employee training, and delivered 6,165.5 training hours. Employees completed an average of 19.81 training hours per person during the year. Unlike the initial phase of AP Academy, when each branch offered a wide variety of courses to promote broad employee participation, in 2025, we shifted our focus beyond basic foundational training. Guided by our business strategy and changing market trends, we expanded our selection to include more advanced and specialized courses. Instead of encouraging company-wide participation, each course was tailored to its specific target audience, thereby enhancing its effectiveness.

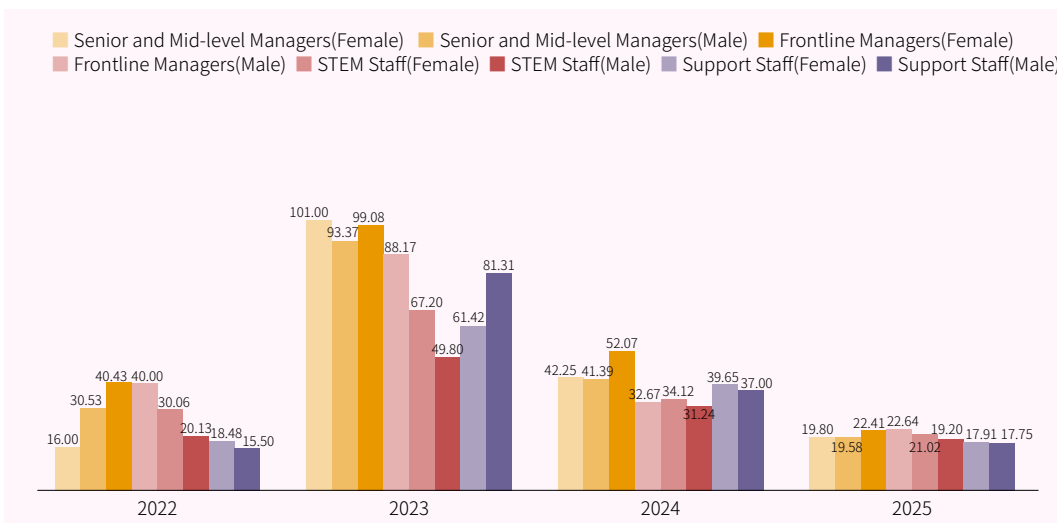
In 2025, we continued to offer training courses on topics for managers at all levels, collaborated with management, and planned to strengthen communication. We combined theoretical frameworks, practical drills, and post-class operations to help managers apply what they learn more effectively, demonstrate specific leadership skills and behaviors, and improve unit performance.

Training hours peaked in 2023. With a strong learning culture established, in 2024 and 2025, we shifted focus to targeted audience-specific courses, improving the training model and enhancing segmented learning. Regarding expenses, the demand for professional external training courses has also risen in response to the increase in the number of employees in 2025.

Achievements in Training Implementation



Historical Total Training Hours (by Job Category and Gender)



6-5 Health and Safety

Disclosure Topic: Employee Health & Safety					
SASB Code	Metric Description	2022	2023	2024	2025
TC-SC-320a.1	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards	- Annual implementation of four key occupational health protection programs in accordance with legal requirements. - Provision of annual employee health examinations that exceed statutory requirements. - Conducted twice a year. The first work environment monitoring was carried out in September 2024, and twice in 2025 to ensure a safe work environment.			
TC-SC-320a.2	Total amount of monetary losses as a result of legal proceedings associated with employee safety and health violations (unit: NT\$)	0	0	0	0
		No incidents of violations related to employee health and safety regulations in recent years.			

Occupational Safety Management Mechanism

AP Memory has established its Occupational Safety and Health Guidelines and, in compliance with occupational safety and health management regulations, has appointed two full-time personnel responsible for occupational safety and health affairs. These guidelines and related practices are reviewed regularly. To provide a safe, healthy, and comfortable work environment, we have long maintained the goal of zero occupational injuries.

Regarding environmental monitoring, we completed monitoring of carbon dioxide and lighting in offices in February and October 2025, respectively. The results met relevant regulatory standards to ensure the safety of employees' work environment. Regarding health management, we introduced on-site health services in 2024. In 2025, we will continue collaborating with leading consulting firms to hire qualified medical professionals to help employees avoid workplace health hazards and promote wellness. Regarding education and training, we hold fire safety classes every six months and incorporate fire brigade evacuation drills to enhance emergency response skills. All new employees must complete occupational safety and health training during their onboarding. The training includes principles of safety and health, workplace safety rules, emergency procedures, fire safety, first aid skills and drills, and other key health and safety topics.

In recent years, we have not experienced any employee health and safety incidents, nor have we been subject to any regulatory penalties for non-compliance with occupational health and safety requirements. We remain committed to the goal of "zero occupational injuries".

Four Major Occupational Health Protection Programs

Item	Implementation	Management Achievements in 2025
Ergonomics	- Regularly conduct hazard assessments for office work environments. - Conduct regular ergonomic assessment surveys.	- Completed hazard assessments for office work environments. - Conducted a musculoskeletal health questionnaire survey and provided targeted health education to seven employees identified as potentially at risk.
Abnormal Workload	- Provides annual health examinations exceeding legal requirements, with follow-up on abnormal findings. - Invites physicians to the office for post-exam health consultations.	- In 2024, statistics showed that 30 individuals were at moderate risk and one was at high risk, and on-site health management sessions were conducted monthly in 2025. - Collected overwork assessment questionnaires in 2025. High-risk group identification by nursing professionals is planned for 2026. - Automated weekly working hour reports sent to executives and employees for awareness and monitoring.
Violence and Unlawful Conduct	- In accordance with the Act of Gender Equality in Employment, AP Memory has established and posted sexual harassment prevention, complaint, and disciplinary procedures on the Company bulletin board. - Employees can report incidents of sexual harassment via the employee feedback and complaint mailbox (APM_SpeakUp@apmemory.com) or directly to the Human Resources Unit.	- Completed education and training courses on the Human Rights Policy and Anti-Discrimination and Anti-Harassment Policy. - No incidents of unlawful workplace conduct occurred.
Maternal Health Protection	- Provisions related to maternal health protection for female workers have been outlined in both the Personnel Management Regulations and Work Rules. - A nursing room has been established and fully equipped with a refrigerator, sofa, and other amenities to provide a convenient and comfortable space for female employees.	Completed health guidance and suitability assessments for three female employees who were within one year postpartum.



Health Promotion

AP Memory provides annual health examinations for employees that exceed legal requirements. All employees who join the company before the second quarter of each year are eligible for subsidized health checkups, regardless of age. Prior to launching the annual health management program, the Company collaborates with the health management center to determine the key examination items based on the results of the previous year's checkups. In 2025, the participation rate reached 94.5%. Based on the examination results, follow-up management is conducted for abnormal findings, including doctor consultations and tracking of health concerns. In 2025, a total of 48 employees with Level 3 or higher health risks received one-on-one consultations and health education. Additionally, health promotion activities are tailored to meet the needs of different employee groups. We engaged a physical therapist to provide health education and consultations for three employees identified as having higher musculoskeletal risk.

To help employees manage stress in fast-paced, high-pressure environments and the challenges of transitioning between different roles (e.g., work, family, marriage, parenting, peer relationships), AP Memory implemented an Employee Assistance Program (EAP) in 2022. Through this structured program offering professional services, resources, and consultations, employees can seek help by phone or in person on topics such as life, health, and work. The Company has continually promoted the EAP through digital bulletins and posters. In 2025, 38 employees used this service, achieving a satisfaction rate of 100%.

Workplace Injuries

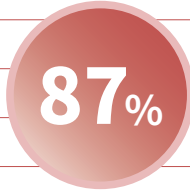
Over the past four years, no incidents of disabling injuries have occurred. The number of work-related fatalities, high-consequence work-related injuries, and recordable work-related injuries remained at zero, with the Lost-Time Injuries Frequency Rate (LTIFR) also at zero. AP Memory will continue to optimize its office environment to provide all employees with a safe and healthy workplace.

6-6 Employee Relations

Employee Opinion Survey

In 2025, we cooperated with a third-party professional unit for the first time to conduct an employee opinion survey, aiming to comprehensively understand employee engagement, satisfaction, and health. This not only highlights the importance we place on our employees, but also supports our ongoing efforts to optimize policies to create a healthy, secure workplace that fosters sustainable growth.

Scope of Subjects	Employees of AP Memory in Hsinchu (Taiwan) and Hangzhou (China)
Response Rate	87%
Survey Unit	Human Resources Unit
Survey Frequency	Annually
Survey Topics	Employee engagement, satisfaction, and health
Survey Results	- Satisfied Items: Diversity and inclusion, work environment, managers, and work partners - Items for Improvement: Talent supply, collaboration, compensation, incentives, and performance evaluations
Improvement Plans	Based on the results of the employee satisfaction survey, we have formulated and implemented the following improvement plans: - Strengthen the compensation and incentive system: We have partnered with external consulting firms to conduct compensation competitiveness surveys and will reference relevant data to align internal performance evaluations and compensation systems, gradually implementing adjustments. - Optimize performance management and evaluation processes: Enhance processes alongside annual operating schedules to boost management efficiency. - Establish a talent supply and cross-unit collaboration mechanism: We promote systematic management and optimize processes and resource use through cross-unit collaboration platforms, such as supervisors and task forces.



Employee Communication

AP Memory has established a variety of communication mechanisms and channels, including all-hands meetings, labor-management meetings, and quarterly "Coffee Q&A" sessions with the CEO and President. These initiatives aim to foster a corporate environment of respect, care, and human rights protection while promoting a healthy and positive labor-management relationship.

Item	Frequency	2025 Implementation Results
All-hands Meeting	Quarterly	A total of four sessions were held, with an average attendance rate of over 90%.
Labor-Management Meeting	Quarterly	A total of four meetings were held, with 100% attendance from both labor and management representatives.
Coffee Q&A with CEO and President	Quarterly	A total of four sessions were held, with 100% attendance from the CEO, President, and unit representatives.

- Message from Management
 - 2025 Sustainability Highlights
 - 2025 Sustainability Goals
 - About This Report
- 01 AP - Leading Industry Development
- 02 Response - Identifying Sustainability Impacts
- 03 Governance - Upholding Business Ethics
- 04 Development - Leading Product Innovation
- 05 Collaboration - Strategic Partnerships
- 06 Training - Strengthening Human Capital
- 07 Symbiosis - Preserving Environmental Balance
- 08 Appendix

Employee Activities

Year-end Banquet

In December 2025, AP Memory held its annual year-end celebration, featuring a live band to enliven the atmosphere. Executives and employees enthusiastically participated in the festivities, showcasing their energy and team spirit with performances on stage. A highly anticipated lucky draw also took place. The event provided an opportunity for everyone to reflect on the hard-earned achievements of the past year while looking ahead to the future with optimism.



Unit Dinner Subsidy

AP Memory offers annual subsidies for unit gatherings, allowing teams to organize group meals. These events help employees relax outside of work, foster closer relationships, and boost team morale and collaboration. In 2025, a total of 184 employees participated in unit gatherings.



Employee Clubs

AP Memory believes that a happy and healthy workforce leads to a productive company. Committed to employee well-being, the Company encourages the formation of employee-led clubs that allow colleagues to unwind after work, pursue shared interests, and foster cross-unit interaction. These activities contribute to work-life balance and mental well-being.

The Company supports 10 clubs: Singing Club, Camping Club, Hiking Club, Tennis Club, Badminton Club, Board Game Club, Lifestyle Club, Planting & Gardening Club, Basketball Club, and Video Game Club (added in 2025). Club activities saw a total participation of 128 instances in 2025.



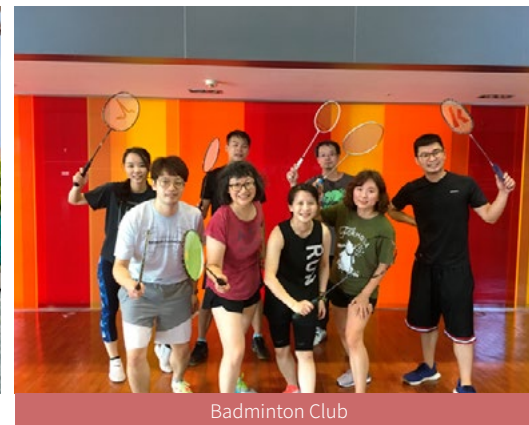
Singing Club



Camping Club



Tennis Club



Badminton Club

Team-building Activities

AP Memory hosts annual employee team-building activities, including dynamic fitness sessions and static art and culture appreciation events. These activities help reinforce the Company's core values, improve employee cohesion and teamwork, and support ESG principles.

In 2025, the Taiwan team held two team activities. In the first half of 2025, we organized an indoor cultural engagement event featuring a private screening of the documentary Taiwan Unsung Hero. Employees were invited to enjoy a film showcasing inspiring stories from Taiwan, supporting the local documentary film industry, and promoting Taiwanese culture. A total of 151 participant attendances were recorded for the event.



In the second half of 2025, we organized an outdoor team-building event featuring mountain cleanup and orienteering activities. In addition to strengthening teamwork and fostering a shared sense of purpose, participants took part in a mountain cleanup initiative to support environmental conservation. A total of 121 participations were recorded for the event.

Employee Trips

We continue to foster a friendly workplace and support employee well-being by organizing annual trips and inviting family members to join. Through relaxing, enjoyable activities, we promote cross-unit exchanges and strengthen employees' emotional bonds while demonstrating the Company's support and value for their families. In 2025, a total of 11 trips were arranged for the Hsinchu team in Taiwan, with 532 participants, including employees and their families. Hangzhou also organized one trip to Shandong, with 49 employees and their family members participating.



2025 Hangzhou Group Hike

The Hangzhou team also organized two team-building activities in 2025. In the first half of the year, employees participated in a cycling event at Qiandao Lake, where they enjoyed the restorative effect of a natural setting. A total of 39 participants attended the event.



In the second half of the year, the Hangzhou team visited a historic site to experience China's intangible cultural heritage. Through this immersive cultural activity, participants gained a deeper appreciation for the enduring charm of traditional culture. A total of 43 employees participated in the event.



7

Symbiosis - Preserving Environmental Balance

7-1 Environmental and Waste Management

7-2 Climate Strategy

7-3 Greenhouse Gas Management

7-4 Energy Management

7-5 Water Resource Management



7-1 Environmental and Waste Management

AP Memory has established a "Green Product Management Procedure" and formed a Green Management Task Force, led by the President, to regulate and manage hazardous substances in compliance with international regulations and customer requirements. This is aimed at reducing the environmental impact of product manufacturing and related activities, thereby contributing to sustainable business operations.



According to the operational characteristics of AP Memory, the majority of waste generated consists of general household waste, followed by small amounts of discarded wafers and ICs. General office waste is centrally managed by the Central Management Committee of Tai Yuen Hi-Tech Industrial Park. To enhance resource recycling, AP Memory requires sorting waste into four categories: recyclable materials, paper, general waste, and food waste, thereby reducing the manpower required for subsequent waste processing. In addition, small quantities of industrial waste (e.g., discarded wafers and ICs) are generated annually. As these are classified as hazardous waste, they are handled by certified third-party vendors. To ensure proper disposal, vendors must provide a disposal report after completing the scrapping process to confirm the quantity and compliance of operations.

AP Memory actively enhances waste management efforts and develops tailored strategies for each waste type. For general waste, the focus is on source reduction and recycling. For industrial waste, we minimize disposal rates from the manufacturing process and strictly oversee outsourced disposal procedures.

Regarding general waste, we advance the "Plastic Reduction Action" by source reduction and integrate reduction, reuse, and resource recycling into our Circular Economy Policy to minimize disposable products and enhance resource utilization efficiency. We enforce waste sorting practices, differentiate resource recycling, paper, general waste, and kitchen waste, and improve recycling and reuse effectiveness. We continue promoting waste reduction and circular use as the foundation for a circular economy.

In 2025, AP Memory advanced circular economy-related measures to strengthen resource reduction and reuse management. Beginning in 2025, we incorporated general waste into our quantitative reporting, recording a total of 4.51 metric tons, and have continually promoted plastic reduction awareness, material reuse, and waste sorting to decrease overall waste generation and minimize single-use items.

We have established multiple pantry areas throughout our offices, provided water dispensers, and shared reusable cups to reduce the use of disposable tableware and single-use cups. We have also conducted periodic awareness campaigns through announcements to encourage employee participation and strengthen awareness of circular concepts.

In the future, we will continue to track waste data, evaluate the effectiveness of reduction and recycling, and improve related management measures.

In terms of industrial waste, AP Memory focused on the following three aspects to significantly reduce the product scrapping rate in 2025:

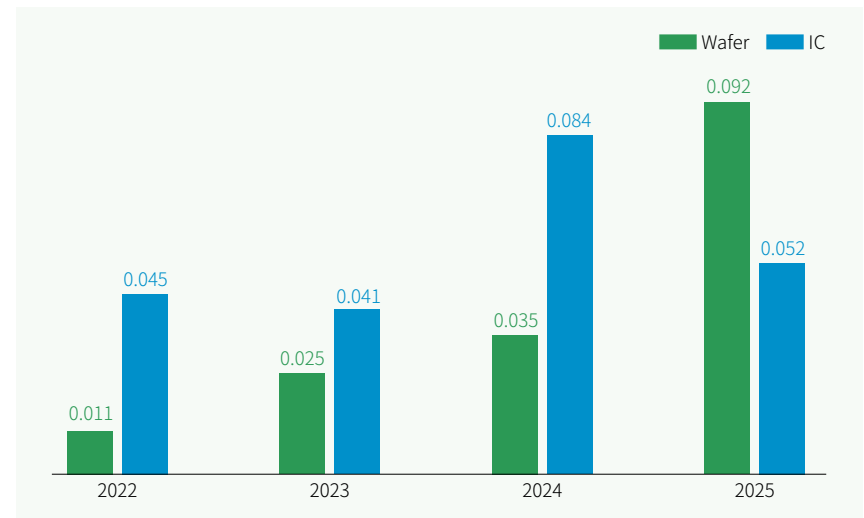
- Stable shipping: Minimized excess inventory and stagnant stock.
- Yield improvement: Reduced product scrapping caused by low yield failing to meet shipping standards.
- Low RMA: Improved product reliability and quality, reducing the number of returns that could not be reworked.

Waste Management Strategy



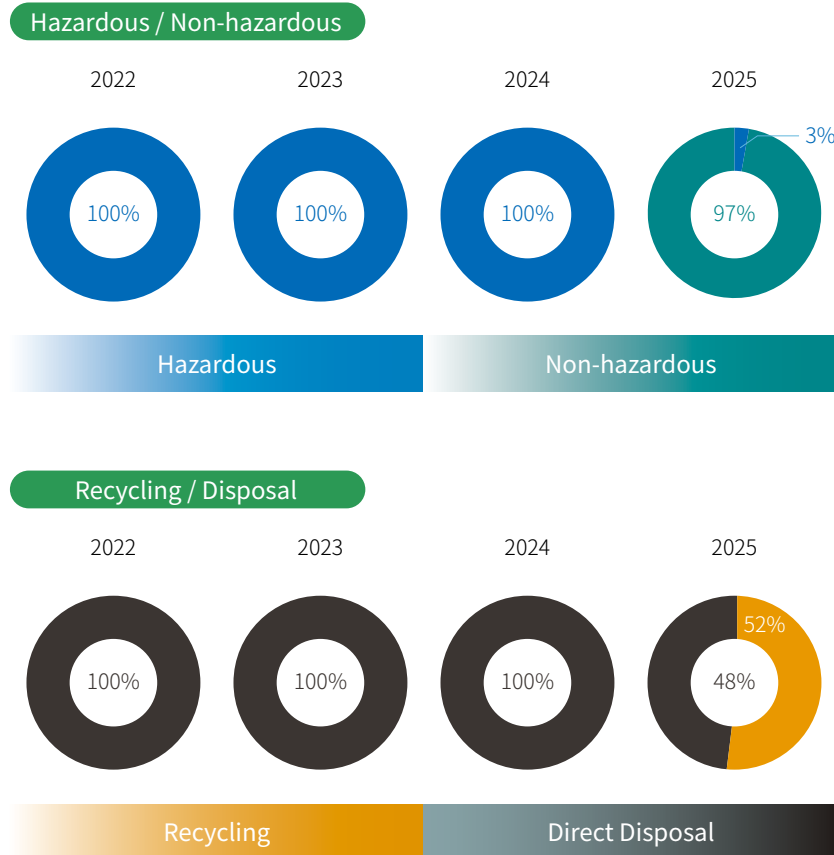
Industrial Waste Generated Over the Years

(Unit: Metric Tons)



In 2025, a total of 0.145 metric tons of discarded wafers and ICs were disposed of externally. All were classified as "direct disposal – other processing methods". This represented a 21.75% increase compared to the previous year, primarily due to the waste originating from wafers and ICs marked for disposal in 2024. However, the physical disposal by the vendor was delayed until 2025, causing them to be counted in 2025's waste total.

Percentage of Waste Generated Over the Years



Note: The scope of industrial waste data covers AP Memory Hsinchu and Hangzhou in China (included since 2023). General waste is included in quantitative statistics starting from 2025. The scope only covers Hsinchu (Taiwan) and does not include Hangzhou (China).

7-2 Climate Strategy

Governance

Governance Structure

AP Memory's governance bodies recognize that climate change may have significant implications for our operations and long-term development. To proactively identify and address climate-related risks and opportunities, we began strengthening our focus on climate change in 2024 and established a management approach to address them. As part of our annual risk assessment, the identification and evaluation of climate-related risks and opportunities are conducted as a standalone assessment item, with the results reported to the Board of Directors.

The Board's Oversight of Climate-related Risks and Opportunities

The Board of Directors serves as the highest governing body responsible for risk management and incorporates climate-related risks and opportunities into its operational decision-making processes. As of January 1, 2025, we established the Sustainability Committee, which, together with the Audit Committee, supports the Board of Directors in overseeing climate-related risks and opportunities.

Management's Role in Assessing and Managing Climate-Related Risks and Opportunities

- Executive Management Team: Composed of the highest-level executives from each unit, the team regularly convenes to discuss business strategy, risk assessments, and response planning, including climate-related issues.
- Risk Management Task Force: To advance climate change risk and opportunity management, it engages various functional and business units to conduct risk and opportunity evaluations, design response strategies, and execute action plans.

Climate-related Professional Capability Development

AP Memory continues to strengthen the oversight of climate-related risks and opportunities by the Board of Directors and relevant governance units. With support from the Corporate Governance Department, we organize external training programs and work with outside experts to improve their understanding of climate change, carbon management, and emerging sustainability trends, thereby helping the Board effectively oversee climate-related issues.

Linking Climate-related Work with Compensation

The Compensation Committee develops AP Memory's executive compensation system and considers senior executives' execution strategies and progress on sustainability and climate-related issues during the annual performance review. Sustainability performance has been incorporated into the annual performance evaluation of senior management. Performance indicators, including the proportion of renewable energy used, are among the factors used to determine performance-based compensation. In the future, AP Memory will incorporate sustainable development indicators based on the progress of setting climate management goals to further strengthen incentives for climate management.

Climate Strategy

■ Identification of Climate Risks and Opportunities

In 2024, we conducted our first climate-related risk and opportunity assessment. At the beginning of 2026, AP Memory reconducted the identification process in accordance with the same annual assessment principles. Referring to the TCFD and the risk and opportunity factors recommended by external evaluations, each unit was asked to evaluate and identify potential risk and opportunity factors that could have an impact. The risk assessment timeframe is determined by the existing business strategies and performance evaluation methods and is set as short-term (one to three years), mid-term (three to five years), and long-term (five years or more). Six significant risks and six significant opportunities were identified through internal and external discussions, as detailed in the table below. The risks and opportunities identified to date have no significant impact on AP Memory's business model or

	Risk Type	Potential Financial Impact	Actions Taken
Transition Risk	Carbon pricing mechanism (Short-term)	Increased indirect (operating) costs; direct cost increase	Promote supply chain carbon inventory and establish a carbon emission data collection mechanism. Evaluate low-carbon alternative materials or suppliers. Adjust pricing strategies to gradually reflect carbon costs.
	Changes to international regulations and bilateral agreements (Short-term)	Increased compliance costs; disruptions to sales	Establish a regulation tracking mechanism and continue monitoring trade and carbon-emission regulations in major export markets. Promote the regionalization of the supply chain; strengthen ESG compliance capabilities.
	Changes in domestic (national) regulations (Short-term)	Increased compliance costs. Increased indirect (operating) costs	Regularly track the development of domestic policies and environmental regulations. Promote renewable energy procurement; prioritize suppliers with stronger compliance capabilities.
	Reliance on sources of energy with high water consumption (Short-term)	Increased indirect (operating) costs; increase in capital costs	Require major contract manufacturing plants to provide water resource risk assessments and promote water-saving technology collaborations. Establish a backup mechanism for suppliers to increase the geographical diversity of plants.
	Insufficient availability of raw materials and rising costs (Already occurred)	Increased direct costs; increased indirect (operating) costs	Develop diverse suppliers and evaluate alternative raw materials. Prepare materials in advance to soften cost fluctuations. Negotiate long-term contracts with suppliers to secure fixed prices.
	Changes in customer behavior (Medium-term)	Decreased revenue due to changes in product demand; impairment of assets	Launch low-power green IC products and strengthen customer ESG engagement. Establish a dynamic demand-monitoring mechanism to increase product flexibility and enable quick response to demand changes.

Transition Opportunities	Potential Financial Impacts	Strategies to Realize Transition Opportunities
Ability to Diversify Business Activities (Short-term)	Increased revenue due to increased product demand; increased revenue due to entry into emerging markets	Increase the share of R&D resources and broaden collaboration with downstream customers. Expand into new markets and promote universal silicon capacitor solutions to lower customer development costs.
Develop New Products or Services Through R&D and Innovation (Short-term)	Increased revenue due to increased product demand; increased revenue due to entry into emerging markets	Increase R&D investments to shorten the launch time of new products. Promote the development of low-power ICs and jointly verify carbon footprint labeling services with customers.
Increased Value Chain Transparency (Short-term)	Decreased indirect (operating) costs; increased revenue from brand premium	Introduce the supply chain carbon inventory system to strengthen supplier audits. Establish data-tracking and external disclosure mechanisms to enhance transparency across the overall supply chain.
Obtain Sustainability-linked Loans (Medium-term)	Increased ability to obtain funds at lower or more favorable interest rates or conditions	Define and implement KPIs to comply with the terms of sustainability-linked loans. Complete the preparation and external verification of ESG reports to advance loan applications.
Enhanced Brand Value (Medium-term)	Increased revenue due to increased product demand; increased revenue due to overpricing	Publish annual ESG reports and obtain third-party verification. Strengthen the promotion of low-carbon products and expand our business scope in high-sustainability markets (EU, U.S., and Japan).
Stronger Competitive Advantages (Medium-term)	Increased revenue due to increased product demand; increased revenue due to overpricing	Integrate ESG into the product decision-making framework and allocate resources to long-term, low-carbon, and innovative product development. Strengthen collaboration with markets that prioritize high sustainability and improve the disclosure of ESG capabilities.

▪ Climate Scenarios

When AP Memory assesses climate change-related risks and opportunities, the value chain includes our own operations, upstream suppliers, and downstream customers. Although we are not in an industry with high carbon-emission intensity, climate change may still affect us and our key stakeholders through policy regulations, energy supply issues, changes in the physical environment, and customer and supply chain demands. Therefore, we identify climate change risks and opportunities through scenario analysis; in addition, after the risk team confirms the assessment results, they are shared with relevant units as a reference for routine operational adjustments and management. Additionally, progress and implementation results are regularly reported to the management team.

When AP Memory assesses climate change-related risks and opportunities, we use transition risks and physical risk scenarios, and analyze the main changes encountered over the past five years. Transition risks mainly refer to the IEA Net Zero Roadmap and NZE 2050 scenarios, which assume ongoing improvements in carbon pricing, energy efficiency, renewable energy adoption, supply chain carbon-reduction requirements, and the deployment of low-carbon technologies. Physical risks refer to the IPCC AR6 SSP5-8.5 scenario, which assumes high temperatures, heavy rainfall, water shortages, unstable power supplies, and an increase in extreme weather events. Analytical factors include policy and regulations, energy use, technological shifts, climate patterns, natural resource availability, land use, and social aspects, which are used to assess impacts on operations, supply chains, outsourced manufacturing, product competitiveness, and resource allocation. Major financial impacts include increased costs related to carbon management, energy conservation and carbon reduction, renewable energy procurement, and system implementation; rising costs for raw materials, electricity, and outsourcing; as well as supply chain disruptions, delivery delays, and reduced operational efficiency. At the same time, low power consumption and products that meet customer sustainability needs can also create new market opportunities.

Risk Management

▪ Climate Change Risk and Opportunity Assessment

Since 2024, AP Memory Technology Corporation has initiated climate-related risk management and integrated it into the Company's overall risk management framework. Climate risks and opportunities are regularly reported and discussed in management team meetings to serve as references for high-level governance and decision-making.

▪ Climate Risk Management Process:

Climate-Related Risk Identification and Assessment Process	Risk Item Identification	With reference to the TCFD recommendations, relevant regulations, industry benchmarks, and expectations from external stakeholders, the Company identifies climate-related risks and opportunities most relevant to its operations and compiles them into an evaluation list.
	Key Risk Analysis	Execution method: 1. The Risk Management Task Force leads the assessment by inviting relevant units to evaluate and discuss the risk and opportunity items listed in the evaluation list. 2. The Risk Management Task Force analyzes the evaluation results. 3. The Risk Management Task Force confirms key risks and opportunities through discussion with relevant units. 4. Relevant units develop response measures for the identified key risks and opportunities. Assessment dimensions include: Expected occurrence period (short-term: one to three years, medium-term: three to five years, long-term: over five years), Likelihood of occurrence, Potential location of impact (direct operations, upstream supply chain, downstream customers), Degree of impact. Results are quantified and ranked to determine the top three key risks and opportunities.
	Financial Impact Assessment of Risks and Opportunities	For the identified key risks and opportunities, the Company further evaluates the potential financial impact types and their significance. Quantified data is used for internal reference only.
Climate-Related Risk Management Process	Response Planning and Reporting	Relevant units are responsible for developing response plans, which are reviewed and approved by the management team before being integrated into daily operations. The results of climate risk and opportunity assessments are reported in accordance with internal management procedures and disclosed regularly in relevant reports.
Integration of Climate-related Risk Identification, Assessment, and Management into the Company's Overall Risk Management Framework	Incorporation of Climate Risks into Existing Management Mechanisms	Climate change has been included as a key material issue for corporate sustainability and classified as a critical risk item within the Company's existing risk management system.

Metrics and Targets

▪ Climate-related Targets

AP Memory initiated voluntary GHG inventories in 2023 and will continue to conduct annual GHG inventories to comprehensively monitor our emissions. In 2026, we voluntarily obtained assurance for our 2025 Scope 1 and Scope 2 GHG emissions. The assurance scope covered both the parent company and our subsidiary, AP Memory Technology (Hangzhou) Co., Ltd., enabling us to fulfill the relevant requirements ahead of schedule.

The Company has set 2024 as the base year for GHG emission reductions and has set a 2% reduction target each year compared to the previous year. To achieve this target, we have implemented a range of energy conservation and carbon reduction initiatives. These include improving the energy management of office equipment by scheduling daily automatic shutdowns for appliances such as water dispensers and coffee machines, and reminding employees to switch off the power in their work areas before extended holidays to reduce unnecessary energy consumption. Since 2024, we have progressively replaced conventional lighting throughout our office facilities, completing upgrades in the office areas with the highest electricity consumption to improve energy efficiency. In addition, beginning in February 2025, we started purchasing Renewable Energy Certificates (RECs) through the National Renewable Energy Certification Center. As of the end of December, we have acquired a cumulative total of 44 certificates, increasing our use of renewable energy and reducing our Scope 2 greenhouse gas emissions. Through the measures mentioned above, the parent company's GHG emissions (Scopes 1 and 2) in 2025 decreased by 2.40% compared to 2024, showing the effectiveness of our ongoing efforts in energy management and GHG reduction.

Climate-related Targets	Target Scope	Base Year	Medium-term Target	Long-term Target	Performance in 2025	Target Achievement
GHG Emissions Reduction	Scope 1 and Scope 2 emissions of AP Memory and the Hangzhou subsidiary	2024 (390.118 tCO ₂ e)	Under evaluation	Under evaluation	Emissions in 2025 totaled 381.730 (market-based) tCO ₂ e. Total GHG emissions (Scope 1 + Scope 2) increased by 1.72% in 2025 compared with the previous year. This increase was primarily due to the expansion of the GHG inventory boundary in 2025 to include a subsidiary. GHG emissions of the parent company (Scope 1 + Scope 2) decreased by 2.40% compared to the previous year.	Achieved
GHG Inventory	Complete the 2025 Scopes 1 to 3 GHG inventory	2024 (390.118 tCO ₂ e)	External assurance of the consolidated Scope 1 and Scope 2 GHG inventory results of subsidiaries	Disclose Scope 3 emissions	Completed external verification of Scope 1 and Scope 2 for the parent company and the Hangzhou subsidiary in 2025.	Achieved

Climate-related Transition Risks	Carbon pricing mechanisms and adherence to carbon-related regulations may pose transition risks for AP Memory, but after evaluation, the current impact on assets or business activities is not significant.
Climate-related Physical Risks	Severe weather-related natural disasters could pose physical risks to AP Memory, but after assessment, the current impact on assets or business activities is not significant.
Climate-related Opportunities	AP Memory continues to assess the financial impact of climate-related opportunities.
Capital Allocation	There were no capital expenditures, fundraising, or investment activities related to climate risks and opportunities during the reporting year.
Internal Carbon Pricing (ICP)	Currently, AP Memory has not implemented internal carbon pricing because we operate in the IC design industry. With relatively limited direct emissions and energy use, we face no immediate carbon fee pressure in the short term. Based on an overall assessment and considering resource allocation and project priorities, our current climate management focuses on conducting greenhouse gas inventories and evaluating climate risks and opportunities. Future implementation timelines will be evaluated based on regulatory trends and management needs.

Note: The reporting boundary is consistent with the scope used in the preparation of the consolidated financial statements.

7-3 Greenhouse Gas Management

Disclosure Topic: Greenhouse Gas Emissions					
SASB Code	Metric Description	2022	2023	2024	2025
TC-SC-110a.1	Gross global Scope 1 emissions (unit: tCO ₂ e)	13.0395	14.6725	11.0196	8.9192
	Total emissions from perfluorinated compounds (PFCs) (unit: tCO ₂ e)	AP Memory Technology Corporation does not engage in semiconductor manufacturing processes such as wafer fabrication, packaging, or testing; therefore, there are no emissions of PFCs.			
TC-SC-110a.2	Discussion of long and short-term strategies or plans to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	- AP Memory conducted its first GHG inventory for 2022 in 2023 to comprehensively understand and master emission sources and volumes. Primary Scope 1 emissions came from fugitive emissions of refrigerants used in laboratory equipment and air conditioning systems, accounting for under 5% of total emissions with limited reduction potential. - We plan to evaluate the adoption of more environmentally friendly refrigerants when replacing equipment in the future.			

Note: The scope of AP Memory's GHG inventory has expanded each year. As of 2025, all subsidiaries are included in the Company's overall inventory, except those without physical offices. (Refer to section 8-7 Scope of Data Disclosure for details)

AP Memory is a fabless IC design company engaged in the research, design, and sale of customized memory chips, and we operate entirely within office buildings. We have conducted GHG emissions inventories since 2023, starting with our 2022 data. To enhance the transparency and reliability of our climate-related information, our 2025 GHG inventory data was verified by an independent third party.

In 2025, our total GHG emissions (location-based) amounted to 402.586 tCO₂e. Of this total, Scope 1 direct GHG emissions accounted for 8.919 tCO₂e, primarily from natural gas consumption in employee dormitories, refrigerant leakage from laboratory equipment, and septic tank emissions. Scope 2 indirect GHG emissions (location-based) totaled 393.667 tCO₂e, an increase of 3.84% from 2024. AP Memory's GHG emissions are primarily attributable to Scope 2 purchased electricity, which accounted for 97.78% of total emissions. The remaining 2.22% consisted of Scope 1 emissions from fixed combustion sources and fugitive emissions. Based on the market-based method (after accounting for RECs), our total GHG emissions in 2025 amounted to 381.730 tCO₂e, with Scope 2 emissions totaling 372.811 tCO₂e.



Greenhouse Gas Overview

Scope 1 Direct Emissions (by GHG Category) (unit: tCO ₂ e)										
Category	CO ₂		N ₂ O		CH ₄		HFCs		Total	
Operating Sites	Hsinchu	Hangzhou	Hsinchu	Hangzhou	Hsinchu	Hangzhou	Hsinchu	Hangzhou	Hsinchu	Hangzhou
2022	0.4427	-	12.0380	-	0.0002	-	0.5586	-	13.0395	-
2023	0.3243	0.2969	0.0002	0.0001	12.6480	0.0001	0.5586	0.8443	13.5311	1.1414
2024	0.2988	0.6700	-	-	7.2233	-	2.1291	0.6984	9.6512	1.3684
2025	0.2642	0.4822	-	-	5.1197	-	2.3547	0.6984	7.7386	1.1806

	CO ₂	N ₂ O	CH ₄	HFCs	Total
2022	0.4427	12.0380	0.0002	0.5586	13.0395
2023	0.6212	0.0003	12.6481	1.4029	14.6725
2024	0.9688	-	7.2233	2.8275	11.0196
2025	0.7464	-	5.1197	3.0531	8.9192

Note: Scopes 1 and 2 are based on the GHG Protocol as the inventory standards. The inventory base year is set as 2024. The "Operational Control Method" is used to compile GHG emissions.

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Greenhouse Gas Emissions (by Scope) (unit: tCO₂e)

Scope	Scope 1		Scope 2		GHG Emissions Scope 1+2 Emissions	
Category	Direct GHG Emissions		Purchased Electricity			
Operating Sites	Hsinchu	Hangzhou	Hsinchu	Hangzhou	Hsinchu	Hangzhou
2022	13.0395	-	255.1400	-	268.1795	-
2023	13.5311	1.1414	307.5076	52.8411	321.0387	53.9825
2024	9.6512	1.3684	326.0928	53.0054	335.7440	54.3738
2025	7.7386	1.1806	Location-based 340.7980	52.8691	348.5366	54.0497
			Market-based 319.9420	52.8691	327.6806	54.0497

Hsinchu +Hangzhou	Scope 1	Scope 2	Total
2022	13.0395	255.1400	268.1795
2023	14.6725	360.3487	375.0212
2024	11.0196	379.0982	390.1178
2025	8.9192	Location-based 393.6671	402.5863
		Market-based 372.8111	381.7300

Note 1: Emission factors used: Scope 1: Based on the original IPCC 2006 emission factors × local published calorific values. Scope 2: Hsinchu, Taiwan: 2024 emission factor of 0.474 kgCO₂e/kWh published by the Energy Administration in 2025. Hangzhou, China: 2022 national average CO₂ emission factor for electricity of 0.5366 kgCO₂e/kWh published by the Ministry of Ecology and Environment of China.

Note 2: For selecting the base year, we use 2024 for greenhouse gas emissions. The inventory boundaries for that year have been thoroughly covered by all major operating locations. The data quality has been updated following internal audit verification, enhancing reliability.

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Greenhouse Gas Emissions: Scope 1 + Scope 2 Intensity				
Year	GHG Emissions (tCO ₂ e)	Floor Area (m ²)	GHG Emissions Intensity (tCO ₂ e/m ²)	GHG Emissions Intensity (tCO ₂ e/NT\$ million in revenue)
2022	268.1795	2,497.1	0.1074	0.0539
2023	375.0212	4,172.4	0.0899	0.0898
2024*	390.1178	4,537.9	0.0860	0.0931
2025	Location-based 402.5863	5,032.3	0.080	0.071
	Market-based 381.7300		0.076	0.067

Note: *This data was updated after internal audits.

Greenhouse Gas Emissions: Scope 2 (Subsidiaries in 2025)		
Subsidiary Name	Location	GHG Emissions (tCO ₂ e)
Ap Memory Corp. USA	United States	4.3422
CascadeTeq Inc.	Taiwan	7.9852
Onecent Technology Inc. (OCUS)	United States	2.7583
Total		15.0857

Note: VIVR Corporation and Shanghai Smardust Technology Co.,Ltd. do not have physical offices and are not included in the calculation. Due to limitations in data availability, the subsidiary's electricity consumption was estimated.

GHG Emissions: Scope 3							
Year	Category	1. Purchased goods and services	3. Fuel and energy-related activities (non-Scope 1 / 2)	4. Upstream (raw materials) transportation and distribution	5. Waste generated in operations (general waste)	7. Employee commuting	9. Downstream (product) transportation and distribution
2025	Hsinchu	40,540.9680	75.2856	0.7377	37.9620	97.1083	98.7960
	Hangzhou	-	8.9256	-	-	37.5885	-

Note 1: Scope 3 emissions were inventoried in accordance with the GHG Protocol inventory standards.

Note 2: For Scope 3 Category 3, the emission factor applied in Taiwan was sourced from the Carbon Footprint Information Platform, using the 2025 indirect electricity carbon footprint (2022) emission factor of 0.1108 kg CO₂e/kWh. For China, the emission factor was sourced from Ecoinvent 3.12, using petroleum and gas production, offshore | natural gas, high pressure (CN) 0.279 kg CO₂e/m³.

GHG Emission Reduction Targets

AP Memory set 2024 as the baseline year for reducing greenhouse gas emissions and set a 2% annual reduction target relative to the previous year. To achieve this target, we have implemented a range of energy conservation and carbon reduction initiatives (see the Energy Management section for details). In addition, we have purchased RECs from the National Renewable Energy Certification Center starting from February 2025. As of the end of December, we have obtained 44 RECs to increase the proportion of renewable energy use and reduce Scope 2 emissions. Through the aforementioned measures, we successfully reduced our greenhouse gas emissions (Scopes 1 and 2) in Taiwan by 2.40% (8.06 tCO₂e) in 2025 compared to 2024, demonstrating the effectiveness of our ongoing promotion of energy management and greenhouse gas reduction. We plan to continue expanding the use of renewable energy, with it accounting for 30% of energy used by 2030.

7-4 Energy Management

Disclosure Topic: Energy Management					
SASB Code	Metric Description	2022	2023	2024	2025
TC-SC-130a.1	1.Total energy consumed (including fuel and electricity) (GJ)	1,851.06	2,587.19	2,829.92	2,957.66
	2.Percentage grid electricity	99.5%	99.5%	99.4%	94.2%
	3.Percentage renewable	0%	0%	0%	5.4%

Note: Data coverage includes AP Memory's offices in Hsinchu and Hangzhou.

Energy Statistics

AP Memory's primary energy use is for office lighting, air conditioning, and laboratory equipment. Its electricity is supplied by Taiwan Power Company. We currently do not use any official vehicles or operate any emergency generators. Total electricity consumption in 2025 was 817,509 kWh, representing a 4.69% increase from 2024, with the Hsinchu headquarters' usage at 718,983 kWh. Looking at energy intensity, the intensity in Hsinchu in 2025 was 0.62 (GJ/m² of floor area), a decrease of 8% compared to 2024.

	2022	2023		2024		2025	
Energy Consumption (original usage)	Hsinchu	Hsinchu	Hangzhou	Hsinchu	Hangzhou	Hsinchu	Hangzhou
Liquefied Natural Gas (cubic meters, m ³)	235.65	172.61	158.00	159.00	339.00	140.60	244.03
Non-renewable Electricity (kWh)	511,611	622,485	92,655	687,960	92,943	674,983	98,526
Renewable Electricity	-	-	-	-	-	44,000	-
Energy Consumption (in GJ)	Hsinchu	Hsinchu	Hangzhou	Hsinchu	Hangzhou	Hsinchu	Hangzhou
Liquefied Natural Gas	8.84	6.48	5.62	5.97	12.06	5.28	8.68
Non-renewable Electricity	1,842.22	2,241.46	333.63	2,477.22	334.67	2,430.49	354.77
Renewable Electricity	-	-	-	-	-	158.44	-
Total Energy Consumed	1,851.06	2,247.93	339.26	2,483.19	346.74	2,594.21	363.46
Energy Consumption per Unit (GJ/m ² of floor area)	0.63	0.64	0.48	0.68	0.40	0.62	0.42

Note 1: Data coverage includes AP Memory's offices in Hsinchu and Hangzhou. The 2022 electricity data was consolidated.

Note 2: For Taiwan, the energy heating value conversion factors were sourced from the 2025 Heating Values for Motor Gasoline, Diesel, Liquefied Petroleum Gas, and Natural Gas, published by the Climate Change Administration, Ministry of Environment, on February 10, 2026. Electricity conversion factor: 1 kWh = 0.0036 GJ; liquefied natural gas is calculated based on the higher heating value. 1 m³ of liquefied natural gas = 8,963 Kcal (1 Kcal = 4,187 J), so 1 m³ = 0.0375 GJ. For China, the energy heating value conversion factor was sourced from the General Rules for Calculation of the Comprehensive Energy Consumption. The conversion factor for natural gas was calculated by dividing the lower heating value (LHV) of gas-field natural gas by 0.9. Based on a heating value of 8,500 kcal for 1 m³ of natural gas, the resulting energy conversion factor is 0.0356 GJ for 1 m³.

Renewable Energy

To actively pursue the goal of using renewable energy, we have purchased 4,000 kWh of green electricity each month since February 2025, totaling 44,000 kWh, which accounts for 6.1% of the total electricity consumption in 2025. The current contracts with renewable energy suppliers span from 2026 to 2030, with an initial annual electricity consumption of 600,000 kWh as the baseline, and a 5% increase in renewable energy proportion each year. It is anticipated that the green electricity procurement volume will reach at least 180,000 kWh by 2030. The actual procurement volume will be adjusted based on annual electricity consumption growth, and the share of renewable energy used will continue expanding.



Energy-saving Measures

AP Memory Hsinchu, Taiwan

In recent years, AP Memory has actively promoted a number of energy conservation measures to effectively utilize energy and protect the environment.

- Energy-saving scheduling for office machinery and equipment: Such as daily shutdown schedules for water dispensers and coffee machines.
- Reminders for employees to turn off the power in individual seating areas before holidays.
- Lighting and temperature controls: Control lighting switches by zone and manage office temperatures to reduce energy waste.
- Procurement of energy-saving equipment: Continue to purchase hardware and equipment with energy-saving labels.
- Lighting replacement: Since 2024, we have progressively replaced conventional lighting fixtures throughout our office facilities. To date, all lighting fixtures on the floors with the highest electricity consumption have been upgraded. We will continue to evaluate and implement lighting replacements on the remaining office floors.

AP Memory Hangzhou, China

- The Hangzhou office has implemented a comprehensive smart control system to manage lighting and air conditioning equipment. Its daily automatic shutdown feature effectively reduces energy use and achieves energy conservation and carbon reduction. Furthermore, server rooms were upgraded to a smart, variable-frequency air conditioning system to replace traditional precision cooling, enhancing energy efficiency while maintaining the necessary temperature and humidity standards.



7-5 Water Resource Management

Disclosure Topic: Water Resource Management						
SASB Code	Metric Description	Operating Sites	2022	2023	2024	2025
TC-SC-140a.1	1. Water withdrawal (unit: thousand m ³), with the percentage of total water withdrawn from areas with high or extremely high baseline water stress	Hsinchu	2.247	2.669	2.796	3.520
		Hangzhou	—	0.034	0.052	0.063
		Using the WRI Aqueduct 4.0 water risk assessment tool, our operating locations were evaluated based on their physical addresses against the Baseline Water Stress. The results classified Hsinchu as Low-Medium and Hangzhou as Low, indicating that neither location falls within a high or extremely high water-stress area. As a result, 0% of our water withdrawal comes from water-stressed areas.				
		Hsinchu	2.247	2.669	2.796	3.520
	2. Water consumption (unit: thousand m ³), with the percentage of total water consumed from areas with high or extremely high baseline water stress	Hangzhou	—	0.034	0.052	0.063
		At the Hsinchu site, apart from the losses from the chilled water system, all other water usage results in domestic wastewater, which is discharged into the public sewer system via the building's piping. Additionally, water consumption from high or extremely high water stress areas remains at 0%.				

Note: 1 thousand cubic meters (1,000 m³) = 1 million liters (ML). Water usage in Hangzhou only includes the employee dormitory, as office water usage is included in the lease agreement.

Water Resource Statistics

AP Memory is a semiconductor IC design company whose operations are mainly manpower-based. All water withdrawals are used for employees' daily needs, and no water is required for production involving large-scale machinery or equipment. All water withdrawals are sourced from freshwater supplied by third-party suppliers (local water utilities). We do not withdraw water directly from surface water, groundwater, or any other bodies of water. According to the WRI Aqueduct tool, we have verified that the operating sites in Hsinchu and Hangzhou are not situated in regions with high or extremely high water stress. The water withdrawal percentage from water-stressed areas is 0%.

The Company's wastewater consists mainly of domestic sewage, which is discharged into the public sewer system and subsequently treated at government-operated wastewater treatment facilities before being released into natural water bodies, posing no environmental impact.

In 2025, total water withdrawal was approximately 3.583 million liters, with 3.520 million liters consumed at the Hsinchu headquarters, representing a 25.89% increase from 2024. When measured by the number of employees, the water withdrawal intensity in 2025 was 0.019 million liters per employee, a 21.2% increase from 2024.

Water Resource Usage Overview by Year

Year	2022	2023	2024	2025
Number of Employees	144	156	181	188
Water Withdrawal (million liters)	2.247	2.669	2.796	3.520
Water Withdrawal Intensity (million liters/number of employees)	0.016	0.017	0.015	0.019

Note: The employee count used to calculate intensity includes only staff at the Hsinchu site, as water usage in Hangzhou is limited to the dormitory and is therefore excluded.

8. Appendix

8-1 GRI Content Index

GRI Statement

Statement of Use	AP Memory has reported the information for the period from January 1, 2025, to December 31, 2025, in accordance with the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	None

GRI 2: General Disclosures 2021

Metric	Disclosure Title	Corresponding Section in Report	Page	Explanation
GRI 2: General Disclosures 2021				
The Organization and Its Reporting Practices				
2-1	Organizational Details	-	About This Report	05
2-2	Entities Included in the Organization's Sustainability Reporting	-	About This Report	05
2-3	Reporting Period, Frequency, and Contact Point	-	About This Report	05
2-4	Restatements of Information	7-1	Environmental and Waste Management	78
		7-3	Greenhouse Gas Management	83
		7-4	Energy Management	87
		7-5	Water Resource Management	89
2-5	External Assurance	-	About This Report	05
Activities and Workers				
2-6	Activities, Value Chain, and Other Business Relationships	1-3	Operational Overview	13
2-7	Employees	6-2	Attraction and Retention	59
2-8	Workers Who Are Not Employees	6-2	Attraction and Retention	59
Governance				

Metric	Disclosure Title	Corresponding Section in Report	Page	Explanation
2-9	Governance Structure and Composition	3-1	Corporate Governance	29
2-10	Nomination and Selection of the Highest Governance Body	3-1	Corporate Governance	29
2-11	Chair of the Highest Governance Body	3-1	Corporate Governance	29
2-12	Role of the Highest Governance Body in Overseeing the Management of Impacts	3-1	Corporate Governance	29
2-13	Delegation of Responsibility for Managing Impacts	2-3	Management Approaches for Material Topics	23
2-14	Role of the Highest Governance Body in Sustainability Reporting	3-1	Corporate Governance	29
2-15	Conflicts of Interest	3-1	Corporate Governance	29
2-16	Communication of Critical Concerns	3-1	Corporate Governance	29
2-17	Collective Knowledge of the Highest Governance Body	3-1	Corporate Governance	29
2-18	Evaluation of the Performance of the Highest Governance Body	3-1	Corporate Governance	29
2-19	Remuneration Policies	3-1	Corporate Governance	29
2-20	Process to Determine Remuneration	3-1	Corporate Governance	29
2-21	Annual Total Compensation Ratio	3-1	Corporate Governance	29
Strategy, Policies, and Practices				
2-22	Statement on Sustainable Development Strategy	-	Message from Management	02
2-23	Policy Commitments (Responsible Business Conduct and Respect for Human Rights)	-	Message from Management	02
		2-3	Management Approaches for Material Topics	23
		3-1	Corporate Governance	29

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Metric	Disclosure Title	Corresponding Section in Report		Page	Explanation
2-23	Policy Commitments (Responsible Business Conduct and Respect for Human Rights)	3-3	Ethical Corporate Management	35	The Sustainability Committee is responsible for planning and formulating sustainability management policies.
		6-1	Human Rights Management	58	
2-24	Embedding Policy Commitments	-	Message from Management	02	
		2-3	Management Approaches for Material Topics	23	
		3-1	Corporate Governance	29	
		3-3	Ethical Corporate Management	35	
		6-1	Human Rights Management	58	
2-25	Processes to Remediate Negative Impacts	2-3	Management Approaches for Material Topics	23	
		3-1	Corporate Governance	29	
		3-3	Ethical Corporate Management	35	
		6-1	Human Rights Management	58	
2-26	Mechanisms for Seeking Advice and Raising Concerns	3-3	Ethical Corporate Management	35	
2-27	Compliance with Laws and Regulations	3-3	Ethical Corporate Management	35	
2-28	Membership Associations	1-1	Company Overview	07	
Stakeholder Engagement					
2-29	Approach to Stakeholder Engagement	2-1	Identification of Key Stakeholders	17	
2-30	Collective Bargaining Agreements	-	-		No labor union has been established; therefore, no collective bargaining agreement has been signed

GRI 3: Material Topics 2021

GRI 3: Material Topics 2021					
3-1	Process to Determine Material Topics	2-2	Materiality Assessment and Analysis	18	
3-2	List of Material Topics	2-2	Materiality Assessment and Analysis	18	

Metric	Disclosure Title	Corresponding Section in Report		Page	Explanation
Material Topic 1: Sustainable Supply Chain					
3-3	Management of Material Topic	2-3	Management Approaches for Material Topics	23	
204-1	Proportion of Spending on Local Suppliers	5-3	Supply Chain Management	53	
Material Topic 2: Innovation Management (Custom Topic)					
3-3	Management of Material Topic	2-3	Management Approaches for Material Topics	23	
-	Custom Indicator: Power Consumption and Power Performance	4-1	Innovation Management	42	
Material Topic 3: Product Responsibility					
3-3	Management of Material Topic	2-3	Management Approaches for Material Topics	23	
416-2	Incidents of Non-compliance Concerning the Health and Safety Impacts of Products and Services	5-2	Quality Management	51	No related incidents
Material Topic 4-5: Climate Strategy and Energy Management					
3-3	Management of Material Topic	2-3	Management Approaches for Material Topics	23	
302-1	Energy Consumption Within the Organization	7-4	Energy Management	87	
302-2	Energy Consumption Outside of the Organization	-	-		Energy consumption outside the organization has not yet been quantified
302-3	Energy Intensity	7-4	Energy Management	87	
302-4	Reduction of Energy Consumption	7-4	Energy Management	87	
302-5	Reductions in Energy Requirements of Products and Services	-	-		Not end products; not applicable
305-1	Direct (Scope 1) GHG Emissions	7-3	Greenhouse Gas Management	83	
305-2	Energy Indirect (Scope 2) GHG Emissions	7-3	Greenhouse Gas Management	83	
305-3	Other Indirect (Scope 3) GHG Emissions	7-3	Greenhouse Gas Management	83	
305-4	GHG Emissions Intensity	7-3	Greenhouse Gas Management	83	

Metric	Disclosure Title	Corresponding Section in Report		Page	Explanation
305-5	Reduction of GHG Emissions	7-3	Greenhouse Gas Management	83	Purchased green electricity as a Scope 2 reduction measure
305-6	Emissions of Ozone-depleting Substances (ODS)	-	-		No production or emission of ODS; not applicable
305-7	Nitrogen Oxides (NOX), Sulfur Oxides (SOX), and Other Significant Gas Emissions	-	-		Not applicable
Material Topic 6: Human Capital Development (Talent Attraction and Retention)					
3-3	Management of Material Topic	2-3	Management Approaches for Material Topics	23	
401-1	New Employee Hires and Employee Turnover	6-2	Attraction and Retention	59	
401-2	Benefits Provided to Full-time Employees That Are Not Provided to Temporary or Part-time Employees	6-3	Compensation and Benefits	64	
401-3	Parental Leave	6-3	Compensation and Benefits	64	
405-1	Diversity of Governance Bodies and Employees	3-1	Corporate Governance	29	
		6-2	Attraction and Retention	59	
405-2	Ratio of Basic Salary and Remuneration of Women to Men	6-3	Compensation and Benefits	64	
Material Topic 7: Information Security (Custom Topic)					
3-3	Management of Material Topic	2-3	Management Approaches for Material Topics	23	
-	Custom Indicator: Information Security Breaches	3-5	Information Security Management	37	

Voluntarily Disclosed GRI Topics and Indicators

Guidelines	Disclosure Title	Corresponding Section in Report		Page	Explanation
GRI 200: Economic Topics					
GRI 201: Economic Performance 2016					
201-1	Direct Economic Value Generated and Distributed	1-3	Operational Overview	13	

Metric	Disclosure Title	Corresponding Section in Report		Page	Explanation
GRI 202: Market Presence 2016					
202-1	Ratios of Standard Entry-level Wage by Gender Compared to Local Minimum Wage	6-3	Compensation and Benefits	64	
202-2	Proportion of Senior Management Hired from the Local Community	6-2	Attraction and Retention	59	
GRI 207: Tax 2019					
207-1	Approach to Tax	3-2	Tax Governance	34	
GRI 300: Environmental Topics					
GRI 303: Water and Effluents 2018					
303-3	Water Withdrawal	7-5	Water Resource Management	89	
GRI 306: Waste 2020					
306-3	Waste Generated	7-1	Environmental and Waste Management	78	
306-4	Waste Diverted from Disposal	7-1	Environmental and Waste Management	78	
306-5	Waste Directed to Disposal	7-1	Environmental and Waste Management	78	
GRI 400: Social Topics					
GRI 402: Labor/Management Relations 2016					
402-1	Minimum Notice Periods Regarding Operational Changes	-	-	-	In the event of significant operational changes, AP Memory complies with local regulations for notice and communication
GRI 404: Training and Education 2016					
404-1	Average Hours of Training per Year per Employee	6-4	Talent Development	68	
404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews	6-3	Compensation and Benefits	64	
GRI 406: Non-discrimination 2016					
406-1	Incidents of Discrimination and Corrective Actions Taken	6-1	Human Rights Management	58	

8-2 SASB Index Table

Semiconductors Sustainability Accounting Standard (December 2023 Version)

Disclosure Topic	Accounting Metric	Code	Corresponding Section
Greenhouse Gas Emissions	Disclosure of the following information: 1. Gross global Scope 1 emissions 2. Total emissions from perfluorinated compounds (PFCs)	TC-SC-110a.1	7-2 Climate Strategy 7-3 Greenhouse Gas Management
	Discussion of long and short-term strategies or plans to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TC-SC-110a.2	
Energy Management in Manufacturing	Disclosure of the following information: 1. Total energy consumed (including fuel and electricity) 2. Percentage grid electricity 3. Percentage renewable	TC-SC-130a.1	7-4 Energy Management
Water Resource Management	Disclosure of the following information: 1. Water withdrawal, with the percentage of total water withdrawn from areas with high or extremely high baseline water stress 2. Water consumption, with the percentage of total water consumed from areas with high or extremely high baseline water stress	TC-SC-140a.1	7-5 Water Resource Management
Waste Management	1.Amount of hazardous waste from manufacturing, 2.percentage recycled	TC-SC-150a.1	7-1 Environmental and Waste Management
Employee Health & Safety	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards	TC-SC-320a.1	6-5 Health and Safety
	Total amount of monetary losses as a result of legal proceedings associated with employee safety and health violations	TC-SC-320a.2	
Recruiting & Managing a Global & Skilled Workforce	Percentage of employees that require a work visa	TC-SC-330a.1	6-2 Attraction and Retention
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474-declarable substances	TC-SC-410a.1	4-3 Product Lifecycle Management
	Processor energy efficiency at a system level for: 1. servers, 2.desktops, and 3. laptops	TC-SC-410a.2	
Materials Sourcing	Description of the management of risks associated with the use of critical materials	TC-SC-440a.1	5-3 Supply Chain Management
Intellectual Property Protection and Competitive Behavior	Total monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SC-520a.1	4-2 Intellectual Property Management
Activity Metric		Code	Corresponding Section
Total Production		TC-SC-000.A	1-2 Product Overview
Percentage of Production from Owned Facilities		TC-SC-000.B	

8-3 Semiconductor Industry Sustainability Disclosure Metrics

No.	Metric	Category	Annual Disclosure
I	Total energy consumption (GJ), percentage of purchased electricity, and renewable energy usage rate (%)	Quantitative	- Total energy consumed: 2,957.66 - Percentage of purchased electricity: 94.2% - Renewable energy usage rate: 5.4%
II	Total water withdrawn and total water consumed (thousand m ³)	Quantitative	- Total water withdrawn: 3.583 - Total water consumed: 3.583
III	Weight of hazardous waste generated (metric tons) and percentage recycled (%)	Quantitative	- Hazardous waste generated: 0.145 - Hazardous waste recycled: 0. A small amount of industrial waste is generated annually, including scrapped wafers and ICs. These are classified as hazardous waste and are regularly handled by qualified outsourced vendors.
IV	Description of occupational incidents: types, number of cases, and rates	Quantitative	No violations of employee health and safety regulations in 2025.
V	Product lifecycle management disclosure: Weight of disposed products and electronic waste (metric tons) and percentage recycled (%)	Quantitative	- Electronic waste generated during the product development testing phase totaled 0.145 metric tons, mainly consisting of scrapped wafers and ICs. - Since all manufacturing processes are outsourced, no additional electronic waste or recycling methods were generated or applicable.
VI	Description of risk management related to the use of critical materials	Quantitative	All wafers, which are one of the primary raw materials, are 100% outsourced to foundries for manufacturing. Rare earth metals, a key material used by foundries, present procurement risks related to supply stability and delivery lead times. AP Memory continues to monitor and manage these risks through regular supplier evaluations.
VII	Total monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations (Presentation currency)	Quantitative	No violations related to anticompetitive behavior occurred in 2025.
VIII	Main product production volume by product type	Quantitative	951,765 (unit: thousand pieces).

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8-4 Greenhouse Gas Inventory and Assurance Status

AP Memory. The greenhouse gas emission data in this Report was collected in accordance with the GHG Protocol. The inventory's boundaries cover Scope 1 and Scope 2. For details on the inventory's organizational boundaries and assurance scope, please see the "Description of the Organizational Boundaries" table.

Greenhouse Gas Emissions (Scope 1 and Scope 2)			
Category	Total Emissions (tCO ₂ e)		Intensity (tCO ₂ e/NT\$ million)
Scope 1	8.9192		
Scope 2	Location-based	393.6671	
	Market-based	372.8111	
Total	Location-based	402.586	0.071
	Market-based	381.730	0.067

Operating Sites	Description	Inventory	Assurance	Exclusion
Taiwan	AP Memory Technology Corporation (parent company)	V	V	
	CascadeTeq Inc.	V		
China	AP Memory Technology (Hangzhou) Co., Ltd.	V	V	
United States	AP Memory Corp, USA	V		
	Onecent Technology Inc. (OCUS)	V		
Scope of Exclusion	Description			
Shanghai Smardust Technology Co.,Ltd. VIVR Corporation AP Memory Technology (Hong Kong) Co., Ltd. ONECENT TECHNOLOGY (SINGAPORE) PTE. LTD. (OCSG) APware Technology Corp.	No physical offices.			
ONECENT TECHNOLOGY LTD.	Investment holding companies without physical operating sites			

Note 1: Emissions intensity = Scope 1 or Scope 2 emissions ÷ Consolidated revenue in the financial report

Note 2: The GHG emissions of Onecent Technology Co., Ltd. are included under AP Memory Technology Corporation.

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8-5 Climate-related Information of TWSE/TPEX Listed Companies

Implementation Framework	Recommended Disclosure Items	Corresponding Section		Page
Governance	Describe the Board's oversight of climate-related risks and opportunities.	7-2	Climate Strategy	79
	Describe management's role in assessing and managing climate-related risks and opportunities.	7-2	Climate Strategy	79
Strategy	Describe how the identified climate risks and opportunities affect the Company's business, strategies, and finances (short-term, medium-term, and long-term).	7-2	Climate Strategy	79
	Describe the financial impact of extreme weather events and transition actions.	4-1	Innovation Management	42
Risk Management	Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	7-2	Climate Strategy	79
	Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	7-2	Climate Strategy	79
Metrics and Targets	If scenario analysis is used to evaluate resilience to climate change risks, describe the scenarios, parameters, assumptions, analysis factors, and major financial impacts involved.	7-2	Climate Strategy	79
	If a transition plan to handle climate-related risks is in place, describe its contents, along with the indicators and targets used to identify and manage physical and transition risks.	7-2	Climate Strategy	79
	If internal carbon pricing is used as a planning tool, describe the basis for price setting.	7-2	Climate Strategy	79
	If climate-related targets are set, describe the activities covered, the scope of GHG emissions, the planning schedule, and the annual progress. If carbon offsetting or Renewable Energy Certificates (RECs) are used to achieve related targets, specify the sources and amount of carbon reduction credits offset or the number of RECs.	7-2	Climate Strategy	79
	Greenhouse gas inventory and assurance, reduction targets, strategies, and specific action plans.	7-4	Energy Management	87
		7-2	Climate Strategy	79
		7-3	Greenhouse Gas Management	83

Note: According to the Taiwan Stock Exchange Corporation "Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies"

8-6 SDGs Disclosure Index

SDGs	Secondary Target No.	SDG Targets	Corresponding Section	Page	SDGs	Secondary Target No.	SDG Targets	Corresponding Section	Page
	1.1	Eradicate extreme poverty for all people everywhere, currently measured as people living on less than US\$1.25 a day.	1-4 Social Impact	15		8.2	Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation.	1-2 Product Overview 1-3 Operational Overview	09 13
	4.3	Ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education.	6-4 Talent Development	68		8.8	Protect labor rights and promote safe and secure working environments for all workers.	6-1 Human Rights Management	58
	4.4	Substantially increase the number of youth and adults who have relevant skills for employment, decent jobs, and entrepreneurship.	6-4 Talent Development	68		13.2	Integrate climate change measures into national policies, strategies, and planning.	7-2 Climate Strategy 7-3 Greenhouse Gas Management	79 83
	5.1	End all forms of discrimination against all women and girls everywhere.	6-1 Human Rights Management	58		16.5	Substantially reduce corruption and bribery in all their forms.	3-3 Ethical Corporate Management	35
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.	6-1 Human Rights Management	58					

8-7 Scope of Data Disclosure

AP Memory and Its Subsidiaries	Business Category	Consolidated Financial Statements	Governance Data	Social Data	Environmental Data
AP Memory Technology Corporation	Memory R&D, design, and sales	●	●	●	●
AP Memory Technology (Hangzhou) Co., Ltd.	Memory R&D, design, and sales	●	●	●	●
AP Memory Corp, USA	Memory R&D and design	●	●	●	●
CascadeTeq Inc.	Memory sales	●	●	●	●
VIVR Corporation	Memory R&D, design, and sales	●	●	●	Note 2
APware Technology Corp.	Investment-related business	●			Note 2
AP Memory Technology (Hong Kong) Co., Ltd.	Memory sales	●			Note 2
ONECENT TECHNOLOGY LTD.	Design, development, and sales of wireless RF recognition systems	●			Note 2
Onecent Technology Inc.	R&D services for wireless RF recognition systems	●			
ONECENT TECHNOLOGY (SINGAPORE)PTE. LTD	Sales of wireless RF recognition systems	●			Note 2
Onecent Technology Co., Ltd. (OCTW)	Design, development, and sales of wireless RF recognition systems	●			
Shanghai Smardust Technology Co.,Ltd.		●			Note 2

Note 1: All AP Memory subsidiaries, except AP Memory Technology (Hangzhou) Co., Ltd., have fewer than five employees, accounting for a relatively small percentage of overall operations. Therefore, environmental data is not disclosed separately in this Report. However, all of them have been included in the Company's overall inventory of GHG emissions, except for those without physical offices.

Note 2: No physical offices.

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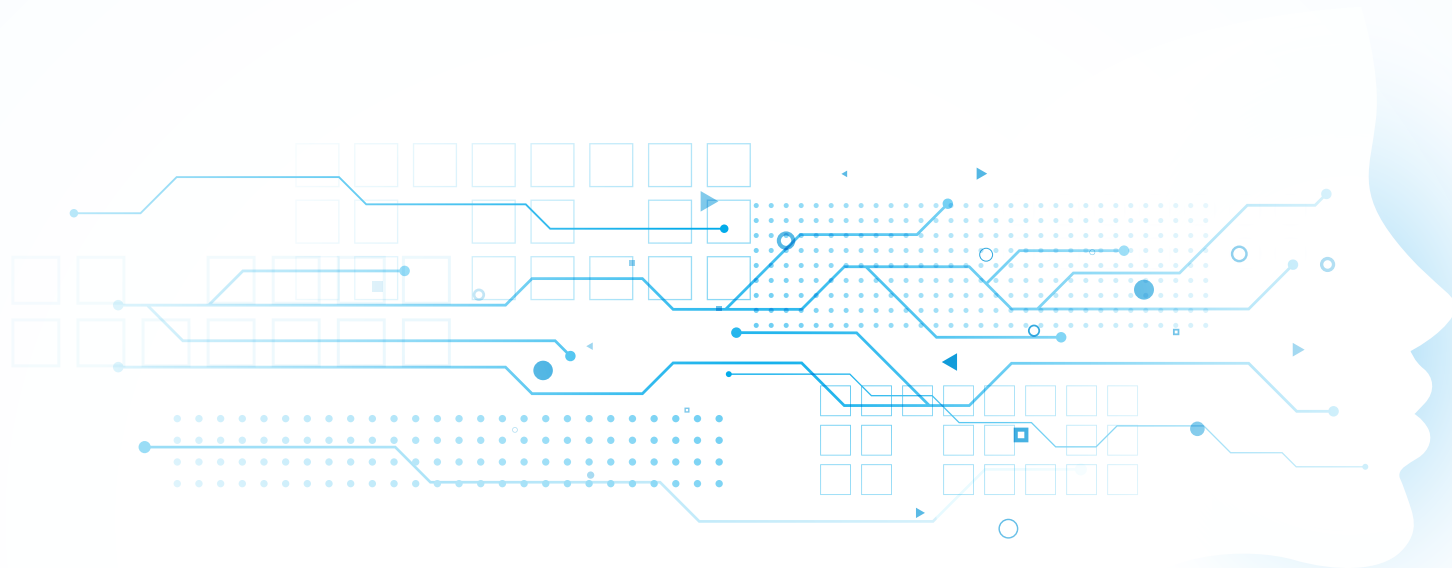
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